



IMPACT OF MOROCCAN DIASPORA'S FUNDING ON LEVERAGING FOR ENTREPRENEURSHIP IN MOROCCO

-Trabajo de Fin de Máster-

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KEYWORDS

ACEDIM	Accompagnement à la création d'entreprises por les diásporas du Maghreb
AIESEC	Association Internationale des Étudiants En Sciences Économiques et Commerciales
AMIC	Association Marocaine des Investisseurs en Capital
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences
ATA	Associations of Self-Employed Workers
BMCE	Banque Marocaine du Commerce Extérieur
BMF	Das Bundesministerium für Finanzen
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
BNDE	Banque Nationale de Développement Économique
CBS	Centraal Bureau voor de Statistiek
CCG	Caisse Centrale de Garantie
CCME	Conseil de la communauté marocaine à l'étranger
CEO	Chief Executive Officer
CGEM	Confédération Générale des Entreprises du Maroc
CMI	Centre Marocain de l'innovation
CNRST	Centre National pour la Recherche Scientifique et Technique
CRI	Centre Régional d'Investissement
EFTA	European Free Trade Association
EIP	Entrepreneurship Indicators Programme
APEFE	Association pour la Promotion de l'Éducation et de la Formation à l'Étranger
EU	European Union
EUROSTAT	Statistical Body of the European Union
FCE	Fondation Création d'entreprises
FDI	Foreign Direct Investment
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GFMD	Global Forum on Migration and Development
GIST	Global Innovation through Science and Technology
GPBM	Groupement Professionnel des Banques du Maroc

HCP	Haut Commissariat au Plan
ICT	Information and Communications Technology
IMF	International Monetary Fund
INE	Instituto Nacional de Estadística
INSEE	Institut national de la statistique et des études économiques, Immigrés, étrangers
IOM	International Organization for Migration
ISTAT	Istituto nazionale di statistica
IT	Information and Technology
L.P.	Ligne Pilote PMI
MCISE	Moroccan Center for Innovation and Social Entrepreneurship
MCMRE	Ministère délégué auprès du Ministre des Affaires Étrangères, de la Coopération Africaine et des Marocains Résidant à l'Étranger
MEM	Marocains Entrepreneurs du Monde
MENA	Middle East and North Africa
MEPI	United States Middle East Partnership Initiative
MoHESR	Ministère de l'Éducation Nationale, de la Formation Professionnelle, de l'Enseignement Supérieur et de la Recherche Scientifique
MSE	Micro and small enterprises
MSES	Moroccan Social Entrepreneurship Summits
MSME	Micro, small and medium enterprises
MUMADE	Mutuelle Des Marocains à l'Étranger
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
PACEIM	Programme d'Aide à la Création d'Entreprises Innovantes en Méditerranée
P.A.I.	Programme d'Assistance Intégré de la PMI
P.S.A.	Procédure simplifiée accélérée
R&D	Research and Development
SEAF	Small enterprise assistant funds
SME	Small and medium-sized enterprises
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VC	Venture Capital
VSME	Very small and micro enterprises

INTRODUCTION

Diaspora members have been for a long time participating along with communities of their country of origin to tap the local intellectual and social capital. Traditionally, diaspora members have been sending remittances to family and friends, but gradually they have been making direct investments into their countries of origin, actively promoting the local professional environment. In global terms, diaspora members have engaged with their countries of origin as a catalyst for development of talent using all the tools available to them: providing mentoring and know-how, launching networking platforms, associating with universities and financing innovative business with funds established abroad.

Conversely, diaspora members have been generating awareness in their business communities abroad of the skills of the citizens and the business environment in their countries of origin. Diaspora's role has gone beyond upgrading the entrepreneurial environment in their country of origin to reinforce trade ties, guide future investments and internationalise the local talent; hence enabling the social and economic development and generating growth in both countries.

In 2007, the first meeting of the Global Forum on Migration and Development (GFMD) recognised the role that diaspora plays to benefit development through remittances and addressed the question of which strategies are to be implemented by governments and the private sector to promote more and stronger relations between diaspora members and local talent.

This study is focused on the particular case of Morocco since this country has one of the world's largest diaspora spread throughout the world with a particular idiosyncrasy: the ties between its members and their home country are very solid and they have persistently been this way in the recent history of Morocco. The manifestations of this robust relationship have been many: from the return to a place perceived as "home" (whether this is the place where these people have been born or their ascendants have), to the opening of a business in the home country or the sending of money to family, friends or local entrepreneurs or even the promotion abroad of Moroccan offerings. Simultaneously, the MENA region, as a whole, has been no exception to the rise in interest in entrepreneurship related to the field of Information Technology (IT), most specifically. The diaspora community has traditionally been very supportive of it since entrepreneurship has been understood as a means to create not only employment but

generate growth and push for the country's development. This study intends to shed some light on the current scenario of entrepreneurship in Morocco and the participation of the country's diaspora in it.

The hypothesis of the study is based on the assumption that successful members of the Moroccan diaspora community play an important role on supporting the entrepreneurial ecosystem of their home country through direct investments in local talent. Moroccan entrepreneurs living abroad are aware of the potential of entrepreneurship as a driver of socio-economic progress that spurs talent and innovation, evens inequalities and ultimately generates growth. It comes as no surprise then that the Moroccan government tries to foster interaction between local population and Moroccan nationals living abroad thus recognizing the value that diaspora may bring to development efforts in the country.

The methodology used in the study has a qualitative approach. When conducting this research, I will look at the entrepreneurship scenario in Morocco in 2019 and its main actors, with a focus on the participation in it of the Moroccan diaspora through investments. The choice of this method is driven by the intention to grasp the rationale behind the establishment of relationships between Moroccan diaspora member investors and their country of origin and the relationship between these investors and the local entrepreneurs. The stress of the analysis is on the quality of these two interactions and on the process that is involved in these specific relations in this particular context of place and time. I will collect open-source data available online on governmental sources, international migrant organizations, research centres, the media and financial websites. Charts and tables will be used to draw conclusions based on the number of Moroccan diaspora members behind investments on entrepreneurial ventures in Morocco, the socio-economic profile of these investors, and the nature of the investments.

This study is divided into three parts: the first part will provide a theoretical framework for understanding what the concept of "entrepreneurship" is and examine the current entrepreneurship scenario in Morocco. The second part will be focused on the term "diaspora" and its manifold realities, it will revise the history of the Moroccan diaspora over the last years, its recent interpretation and evolution, its socio-economic contribution through remittances and the institutionalisation of the diaspora in the public and private spheres. Finally, the third part will present an analysis of 2019 Moroccan entrepreneurial climate and its main stakeholders, including Moroccan diaspora members interaction in it.

1. THE ENTREPRENEURIAL ECOSYSTEM IN MOROCCO

This chapter revises the concept of entrepreneurship, its dimensions and representations as well as shows the attempts made to measure it. Then it analyses the entrepreneurship concept in the case of Morocco, considering the country's socio-demographic profile, the investment climate, the national strategies and the culture of entrepreneurship.

1.1. Understanding the concept of the entrepreneurial ecosystem

1.1.1 The meaning of the word “entrepreneurship”

Early references to the term “entrepreneurial ecosystem” date back to the start of the studies of the interrelationship between investment in science and technology and economic competitiveness, the so-called “National Innovation Systems”¹, in 1980. In the 90's early studies that researched on “entrepreneurial ecosystem” placed the focus on “industry clustering”, understood as a group of industries that gather geographically one next to the other to work in the same field. Porter, M.² argue that in coming together firms are transferring knowledge to each other and by so doing they become rivals. As they compete, they strive to upgrade their industries; which ultimately leads to innovation and has a spill over benefit over other clusters of industries in the same nation. Feldman, M.P.³ agrees with that assumption in that industries clusters provide concentrations of knowledge but he notes that the reason behind their decision to locate in the same place is that they wish to minimize the costs and lower the risks of innovative activity.

Other researchers (Baptista, R. and Swann, P.)⁴, nevertheless, point out to the fact that the benefits of clustering are case-specific and warn of the negative effects of congestion that occurs when a firm is located in a cluster that is strong in another sector because of the potential effect of raising the unemployment rate of that firm as a result of competition in overcrowded clusters. In addition to that argument, some researchers

*All online references have been accessed for the last time on July 12, 2020.

¹Mazol, T. “Smart nation: building the national innovation system”. *The Conversation*. Published on August 12, 2012. Available at: <<https://theconversation.com/smart-nation-building-the-national-innovation-system-9148>>

²Porter, M., *The competitive advantage of nations*, London, Macmillan, 1990. Available at: <<https://hbr.org/1990/03/the-competitive-advantage-of-nations>>

³Feldman, M. P., *The geography of innovation*, Dordrecht, Kluwer Academic Publishers, 1994.

⁴Baptista, R. and Swann, P., *Do firms in clusters innovate more?* Research Policy, 1998, 27(4): 525–540.

(Alcácer, J. and Chung, W.⁵) argue that, depending on the industry, firms might not obtain benefits derived from the knowledge transfer spill overs. That is especially true in the field of technology, where firms with advanced knowledge choose locations away from industrial activity not to have competitors nearby. On the contrary, Audretsch, D. and Feldman, M.⁶ maintain that, in industries in the R&D activity, direct knowledge generates the highest inputs and knowledge spill overs are most predominant; therefore, geographic concentration of innovative activity will spur innovation. The outcome is that in order for industries to guarantee their survival industries need to keep upgrading and that clusters “per se” are not a guarantee of innovation. It will be explored that innovation depends on other factors such as the technological environment, the resources being allocated, the investment on R&D as well as public and private collaborations.

In 2010 Professor Daniel Isenberg from Babson College⁷ resumed the studies in the field of entrepreneurship. That year, Professor Isenberg published an article under the title of “How to Start an Entrepreneurial Revolution” in the Harvard Business Review detailing the key guidelines to foster an entrepreneurial ecosystem. These indicators are key to the success of an entrepreneurial environment and are based on entrepreneurship experiences in more than 20 countries:

1. Stop emulating Silicon Valley.
2. Tailor an ecosystem around your own particular characteristics.
3. Engage the entrepreneurship stakeholders early on.
4. Support the high potential entrepreneurs.
5. Get some visible successes, even by “brute force” if necessary.
6. Change the culture head on.
7. Stress the roots: do not provide easy money.
8. Pave the footpath.
9. Remove bureaucratic obstacles for entrepreneurs.
10. Experiment relentlessly and holistically.

There is no single approach to identify that an ecosystem is entrepreneurial or the components that make up an entrepreneurial ecosystem: it varies on the framework

⁵Alcacer, J. and Chung, W., *Location strategies and knowledge spillovers*, Management Science, 2007, 53: 760–776.

⁶Audretsch, D. and Feldman, M., *R&D spillovers and the geography of innovation and production*, The American Economic Review, 1996, 86(3): 630–640

⁷Chmura, M., Babson College Entrepreneurship Ecosystem Project Established, home page for Babson College, 2010. Available at: <<https://www.babson.edu/about/news-events/babson-announcements/babson-college-entrepreneurship-ecosystem-project-established/>>

that is adopted and the purpose for which the analysis is being done. Factors that can influence an entrepreneurial ecosystem range from market conditions to regulatory framework or access to finance and the impacts on the larger economy can be from the potential to decrease the unemployment rate to a rise in productivity and growth creation.

1.1.1. Measuring entrepreneurship

The first endeavour to create a framework to evaluate the development and tracking of an entrepreneurial ecosystem was the OECD-EUROSTAT Entrepreneurship Indicators Programme (EIP) launched in 2006. It is a collection of international data on entrepreneurship from official government sources.

These indicators increase our understanding of entrepreneurship by giving us unified tools to explore entrepreneurship and compare cross-country; however, it remains a challenge to measure entrepreneurship. During EUROSTAT workshops it has been noted that more determinants are to be added to this framework to keep improving it.

As per Ahmad, N. and Hoffmann, A, EIP are inter-connected and are divided into three main groups (Appendix 1)⁸

1. Entrepreneurial determinants. They encompass all main factors that affect entrepreneurs and entrepreneurship and its performance, from sociological to environment and personal features. Policy areas define determinants but tend to be very widely specific and can affect more than one determinant at the same time. Opportunities, skilled people and resources to capital and to technology and R&D are being identified as the key elements to create entrepreneurship and are affected by regulatory framework and culture. These are the six determinants defined by this framework.

2. Performance indicators. These measure the entrepreneurial actions that are involved in delivering the impacts and put the stress on the creation of “new” value. The framework distinguishes between performance of the firms, the employment and wealth. The latter includes all other aspects of the economy. There is currently no expert agreement on what “new” means.

3. Impact of indicators. That is the value being generated by entrepreneurs and entrepreneurship. This value is associated with major socio-economic objectives that can

⁸Ahmad, N. and Hoffmann, A., *A Framework for Addressing and Measuring Entrepreneurship*, OECD Statistics Working Paper No. 2., 2008. Available at: <http://www.oecd.org/sdd/business-stats/39629644.pdf>

be narrowed down to specific objectives. According to his framework, job creation, economic growth, poverty alleviation and formalisation of the informal sector are the four major macroeconomic impacts of an entrepreneurial activity, although they might not be direct manifestations of an entrepreneurial business.

According to EIP's, "entrepreneurship" is described, as follows:

"The phenomenon associated with entrepreneurial activity, which is the enterprising human action in pursuit of the generation of value, through the creation or expansion of economic activity, by identifying and exploiting new products, processes or markets"⁹.

According to this definition, entrepreneurship is a multi-faceted economic phenomenon where new items are exploited to generate value.

Going back to the notion of "new" or "innovative" in 1991 OECD Working Party National Experts on Science and Technology Indicators agreed on a series of parameters to define and measure business innovation, called the "Oslo Manual". It was then adopted and used by OECD countries as well as by countries within the European Union. Since then, the manual has been revised and updated by OECD and EUROSTAT, including the expert comments of UNESCO and the World Bank, and has become the framework for definition, collection and analysis and use of data in science, technology and innovation.

The 2018 edition of the Oslo Manual identifies two types of innovation for firms:¹⁰

"Product innovation: a new or improved good or service that differs significantly from the firm's previous goods or services and that has been introduced on the market. This includes significant improvements to one or more characteristics or performance specifications, such as quality, technical specifications, user friendliness, and usability, among others.

Business process innovation: a new or improved business process for one or more business functions that differs significantly from the firm's previous business processes and that has been brought into use in the firm. This concerns the different functions of a firm, including production

⁹OECD, *Entrepreneurship at a Glance 2017*. Paris, OECD Publishing, 2017. Available at: http://dx.doi.org/10.1787/entrepreneur_aag-2017-en

¹⁰Organisation for Economic Co-operation and Development/ Statistical Body of the European Union, *Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, The Measurement of Scientific, Technological and Innovation Activities*, Paris/Eurostat, Luxembourg, 4th Edition, OECD Publishing, 2018. Available at: <https://doi.org/10.1787/9789264304604-en>

of goods or services, distribution and logistics, marketing and sales, information and communication systems, administration and management, and product and business process development.”

Another attempt at developing a framework for studying the entrepreneurial ecosystem is the World Bank Ease of Doing Business Score¹¹. This analysis is widely accepted and recognised as the benchmark for assessing the business climate. This guide analyses on a national level but can be used cross-country and has a focus on regulation. The other indicator with global acceptance is the World Bank Enterprise Surveys¹² based on firms’ experiences.

1.2. The entrepreneurial ecosystem in Morocco

1.2.1. Economic and socio-demographic profile

The Kingdom of Morocco is a Democratic and Social Constitutional Monarchy located in North Africa that expands 710,850 Km²¹³. A middle-income oil-importing emerging country, 60% of its population live in urban areas that generate 75% of the national Gross Domestic Product (GDP)¹⁴. Morocco’s economy is largely dependent on agriculture that in 2019 represented some 15% of the country’s GDP and was the first source of employment¹⁵. According to Moroccan Economic Outlook (October 2019)

¹¹The ease of doing business score helps assess the absolute level of regulatory performance over time. It captures the gap of each economy from the best regulatory performance observed on each of the indicators across all economies in the *Doing Business* sample since 2005. One can both see the gap between a particular economy’s performance and the best performance at any point in time and assess the absolute change in the economy’s regulatory environment over time as measured by *Doing Business*. An economy’s ease of doing business score is reflected on a scale from 0 to 100, where 0 represents the lowest and 100 represents the best performance. For more information visit website available at: <<https://www.doingbusiness.org/en/data/doing-business-score>>

¹²Enterprise Surveys provide firm-level data from over 125,000 establishments in 139 countries. Data are used to create over 100 indicators that benchmark the quality of the business environment across the globe. Each country is surveyed every 3 to 4 years. In addition to country-level aggregated data, firm-level data are available to registered users on the Enterprise Surveys site at: <<http://www.enterprisesurveys.org>>

¹³Kingdom of Morocco - Moroccan Investment Development Agency. Available at: <<http://www.invest.gov.ma/?lang=en&Id=9>>

¹⁴OCDE, *Dialogue Maroc-OCDE sur les politiques de développement territorial : Enjeux et Recommandations pour une action publique coordonnée*, Paris, Éditions OCDE, 2018. Available at: <<http://dx.doi.org/10.1787/9789264302884-fr>>

¹⁵African Development Bank Group, *Country results brief 2019 – Morocco*, 2019. Available at: <https://www.afdb.org/sites/default/files/2019/10/15/crb_morocco_en.pdf>

provided by the African Development Bank¹⁶. Morocco population is 35,587 million and 2020 projected Real GDP is 3,7%, economic growth grew at an average annual rate of 4% over the period of 2004-2015 and inflation was kept below 2%¹⁷.

Challenges remain in the field of socio-economic and gender equality. The employment rate reached 41.6% nationally for 2019, of which, 46% did not have any educational background and women participation in the labour market was 21,5% compared to 71% of men¹⁸. Traditionally women have had limited access to primary education and have been employed in the low-skilled or informal sector. Those who bore the brunt of the unemployment were young people aged 18-25 years old, women and people with higher level of qualifications. Differences were also noticeable in the field of education between the rural and urban areas. In the latter chances of accessing higher education were twice as high for men¹⁹, and job opportunities were also bigger for women. As consequence, Morocco is going through an important brain drain and expects worsening indicators of brain drain in five to ten years²⁰.

According to latest available data by Haut Commissariat au Plan (HCP)²¹, Morocco has made significant progress in tackling poverty in the country. Poverty rates from 2004 to 2014 went from affecting 25% of total population to 8,2% but it remained mainly a rural phenomenon: in 2014, poverty affected 2% of urban population; whereas it impacted on 17,7% of rural population; that is, an 80% of all Moroccan poor people lived in rural areas. The lack of access to both primary and higher education are behind above half of the poverty rates, a followed by access to social services, adequate housing and health-care services.

¹⁶ African Development Bank Group, *Morocco Economic Outlook*, 2019. Available at: <https://www.afdb.org/en/countries/north-africa/morocco/morocco-economic-outlook>

¹⁷ International Monetary Fund, *World Economic Outlook: Gaining Momentum?* Washington, April 2017.

¹⁸ Haut Commissariat au Plan, *Les principales caractéristiques de la population active occupée en 2019*, Available at: https://www.hcp.ma/Les-principales-caracteristiques-de-la-population-active-occupee-en-2019_a2463.html

¹⁹ Royaume du Maroc, Ministère de l'Education Nationale, de la Formation Professionnelle de l'Enseignement Supérieur et de la Recherche Scientifique, *Indicateurs de l'Education - 2014 Direction de la Stratégie, des Statistiques et de la Planification Division des Etudes et des Statistiques* Available at: <https://www.men.gov.ma/Documents/Indicateurs2014fr.pdf>

²⁰ Fund For Peace, *Fragile States Index Annual Report 2019*, 2019. Available at: <http://fundforpeace.org/wp-content/uploads/2019/04/9511904-fragilestatesindex.pdf>

²¹ Haut Commissariat au Plan, *Principaux résultats de la cartographie de la pauvreté multidimensionnelle 2014 Paysage territorial et dynamique*. Available at: https://www.hcp.ma/Pauvrete-vulnerabilite-et-inegalite_r99.html

As per the results obtained on a national survey in the period of June 2013 to May 2014 run by HCP²² on informal economy, it was estimated to represent at that time 1.68 million, an increase of 126.000 units from year 2007. Informal economy was characterized by being own-account workers in the sector of trade in urban areas, over half of them whose business had been running for more than 10 years.

1.2.2. National strategies

In 2005, Morocco initiated the “Emergency Plan and the National Pact for Industrial Emergence²³” as the country’s priorities were to have permanent and sustainable growth creation and gain international competitiveness. The idea was to attract investment by introducing innovative funding mechanisms so as to target the development of 1,000 patents and 200 innovative start-ups by 2014. Moroccan government realised that for that it had to turn to innovative sectors with high-added value²⁴ (since the 1980, the country had heavily relied on its exports of low value-added goods). The country’s strategy to support entrepreneurship and innovation on the launch of “Moroccan Innovation Strategy”²⁵ at the country’s first National Innovation Summit in June 2009 by the Ministry of Industry, Trade, Investment and Digital Economy. This strategy was based on 4 key factors: governance and legal framework; technological infrastructure; innovative funding mechanisms and technology clusters, and the creation and attractiveness of talent. Moroccan Innovation Centre (CMI) was created in this context in 2011 in partnership with the Moroccan Office of Industrial and Commercial Property to support this mission and was conceived to be the link between local entrepreneurs and Moroccan diaspora.

In 2012, the government, which had been elected in 2011, adopted four main pillars, namely, the performance of the state’s social action, education, vocational training and research, agricultural sector modernization and economic and financial governance.

²²Haut Commissariat au Plan, *Enquête nationale sur le secteur informel 2013 / 2014 rapport de synthese* Available at: <https://www.hcp.ma/downloads/Enquete-nationale-sur-le-secteur-informel_t11887.html>

²³Mokri, K., *Morocco's 2014- 2020 Industrial Strategy and its potential implications for the structural transformation process*, Policy Brief, OPC Policy Center, 2016. PB-16/27. Available at: <<https://media.africaportal.org/documents/OCPPC-PB1627vEn.pdf>>

²⁴Op. cit

²⁵Ministry of Industry, Trade, Investment and Digital Economy, *Projet de décret 2-13-281 instituant le Comité National de l'innovation et de la Recherche industrielle*. Available at: <http://www.sgg.gov.ma/portals/0/AvantProjet/44/Avp_decret_2.13.281_Fr.pdf>

In 2013 the focus was placed on business climate and competitiveness. In 2014 of a new policy called “2014-2020 Industrial Acceleration Plan”²⁶ focused on creating technological ecosystems, innovative financial intervention tools via public-private partnerships, training centres and infrastructures and free trade agreements with the purpose to attract investment and upgrade the local talent. It came as the response of the country’s lack of competitiveness and the industry’s low contribution to growth and employment. Notwithstanding, in 2019 Morocco was the second country in the Arab world with the greatest researcher density²⁷.

2017 finance bill encompassed four pillars: these are the acceleration of economic transformation through industrialization and exports, strengthening of competitiveness and promotion of private investments, improvements of human resources and reduction of disparities and good governance.

“Morocco Digital 2020”²⁸ is another strategy implemented by the Ministry of Industry, Trade, Investment and Digital Economy in 2017 by the country to place Morocco as a regional digital hub, accelerate its digital transformation and remove eco-systemic barriers that hinder digitalization.

Other important strategies being implemented by the government to spur innovation include “Green Morocco Plan”²⁹ that envisages the modernization of the sector and the reduction of inequalities in rural and disadvantaged areas. The country is also reforming the mining sector, giving a boost to the tourism sector and placing a bet on renewable energies as well as nationalizing the liquefied natural gas to stop depending on imported oil³⁰. An example of the country’s endeavours to be innovative, it is the first African country that has joined the European Construction21 platform dedicated to environmental transition in the building sector with the launch of Cluster Energy Efficiency of Construction Materials in 2013 by the Ministry of Industry, Trade, Investment and Digital Economy³¹.

²⁶Ministry of Industry, Trade, Investment and Digital Economy. Available at: <http://www.mcinet.gov.ma/en/content/industrial-acceleration-plan-2014-2020-0>

²⁷UNESCO, *UNESCO Science report: towards 2030*, 2019.

²⁸Bounfour, A., *Transformation numérique et maturité des entreprises et administrations marocaines*, (IRES) Institut Royal des Études Stratégiques, 2017. Available at: <http://www.ires.ma/wp-content/uploads/2017/11/RAPPORT-TRANSFORMATION-NUMERIQUE.pdf>

²⁹Ministry of Culture, Youth and Sports. Available at: <http://www.maroc.ma/fr/content/plan-maroc-vert>

³⁰Kingdom of Morocco - Moroccan Investment Development Agency. Available at: <http://www.invest.gov.ma/?Id=8&lang=fr>

³¹European Cluster Collaboration Platform, *With the Cluster EMC, Morocco is the first African country to join the international Construction21 network*. Available at:

1.2.3. Culture of entrepreneurship

Different measures have been implemented by the Moroccan government to foster a culture of entrepreneurship nationally. The most recent one is the “programme Intelaka” launched by the Ministry of Economy, Finance and Administration Reform in February 2020 to accompany young local entrepreneurs in the development of micro and small enterprises (MSE) through the whole life cycle of the businesses, making it easier for them to obtain finance thanks to the collaboration of CGEM and Groupe BMCE Bank of Africa³².

Previous initiatives implemented with the same purpose and target group include the programme “Moukawalati”³³ created in 2006 that did not yield the expected results since it only created 7% of the total envisaged number of job positions and 6,8% of total planned number of enterprises.

Before that, the first national mechanisms to support the creation of enterprises by young graduated entrepreneurs were implemented in 1972. These mechanisms included the “Procédure simplifiée accélérée” (P.S.A.) that allowed young entrepreneurs to have access to funding thanks to an agreement signed by the Ministry of Finance, Bank Al Maghrib, Banque Nationale de Développement Économique (BNDE) and Groupement Professionnel des Banques du Maroc (GPBM); the second mechanisms was “Ligne Pilote PMI” (L.P.) initiated by the World Bank in 1977 to allocate credit to young entrepreneurs and the third mechanism called “Programme d’Assistance Intégré de la PMI” (P.A.I.) came as a continuation of L.P. mechanism.

All this led to the creation of “Prêts de soutien à certains promoteurs” also known as “Crédit Jeunes Promoteurs” implemented in August 1988 to support young entrepreneurs obtain credit on favourable terms. From 1988 to 1992 the funding

<<https://www.clustercollaboration.eu/news/cluster-emc-morocco-first-african-country-join-international-construction21>>

³²Confédération Générale des Entreprises du Maroc (CGEM), *Présentation du programme "Intelaka" à El Jadida* El Jadida, February 26, 2020. Available at: <<https://www.cgem.ma/fr/actualite-cgem/presentation-du-programme-intelaka-a-el-jadida-2269>>

³³Elouarat, L. Arouch, M., *Revue des principaux programmes publics d'appui à la création d'entreprises par les jeunes au Maroc*, Laboratoire Eco-Conception, Energie & Innovation (3EI), Faculté des Sciences et Techniques, Université Hassan, Laboratoire Stratégie et Management des Organisations (LASMO), Ecole Nationale de Commerce et Gestion, Université Hassan. Available at: <http://www.cidegef.org/prochaines/kenitra/communications/ElOuarat_Arouch_Univ%20Hassan%201Maroc.pdf>

mechanism underwent two reforms in 1994 but in 2000 the final results were below the expected target.

1.2.4. Investment climate

According to the World Bank Doing Business 2020 report in the period of 2018-2019³⁴ Morocco scored 73,4 as the ease of doing business; this is the basis for ranking the economy on its business environment. This is the country's absolute position relative to the best regulatory performance, as compared to the same indicator in the period of 2017-2018 where Morocco scored 71,02. (See Appendices 2 and 3).

Internationally, in the period of 2018-2019, Morocco was placed 53, going up from the position number 60 that the country obtained in the period of 2017-2018³⁵.

This country was identified as one of the countries that improved the most across three or more "Doing Business" topics in 2018-2019.

These improvements include enabling the online application and acquisition of construction permits, making it easier to apply online for new energy connections and expand the use of public transformers, making faster trading across borders by introducing e-payment of port fees, streamlining paperless customs clearance, and extending port hours of operation. Other improvements have been noted in making paying taxes cheaper as the corporate income tax rate decreased, protecting minority investors by expanding shareholders' role in major transactions, increasing transparency on director's employment in other companies and promoting independent directors as well as making it easier to request general meetings.

For year 2018, Morocco's digital government was identified as demonstrating a high performance in the backdrop of a regional area that, as a whole, is internationally lagging behind³⁶.

³⁴The World Bank, *Doing Business 2020*, World Bank Publications, Washington, DC. Available at: <http://documents1.worldbank.org/curated/en/688761571934946384/pdf/Doing-Business-2020-Comparing-Business-Regulation-in-190-Economies.pdf>

³⁵The World Bank, *Doing Business 2019*, World Bank Publications, Washington, DC, 16th edition. Available at: https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf

³⁶United Nations, Department of Economic and Social Affairs, *United Nations e-government survey 2018. Gearing e-government to support transformation towards sustainable and resilient societies*, New York, 2018. Available at: https://www.unescap.org/sites/default/files/E-Government%20Survey%202018_FINAL.pdf

The country also made resolving insolvency easier by facilitating the steps to commence proceedings, continuation of debtor's business during insolvency proceedings and making those accessible for creditors as well as putting the facilities for creditors to participate in proceedings. Conversely, the country ranked poorly for insufficient reform follow-through as the country halted the release of statistics on the number of property transactions and land disputes.

The other indicator with global acceptance is The World Bank Enterprise Surveys³⁷ that is based on companies' experiences. A research of the data on the last ten years using all available series in Morocco released in 2019 identified that corruption, tax rates, tax administration were posing a major problem to the firms (when compared to 2013 data³⁸, tax administration and tax rates were also mentioned as main obstacles to businesses). Half of the firms noted that informal economy in the same field posed a major obstacle to them, transportation and access to land and electricity and finance, business licenses and permits, crime, theft and disorder. (for 2013, crime, theft and disorder, corruption, access to electricity and bribery were also raised as important business constraints). The firms also noted that 3.3 % of overall firms in Morocco introduced an innovative process in the country, 6.1% introduced a new product or service, 27.5% of firms spent on R&D and 41.3% of firms introduced a product or service that was also new to the main market. (See appendix 9)

The World Bank identified for Morocco 2040³⁹ pathways to catch up with developed economies and prospects of growth, including the development of a cultural shift in doing business and innovation, labour framework to put the emphasis on active labour market policies to raise formal employment and the prospect of an advanced Free Trade Agreement with the European Union.

³⁷Enterprise Surveys provide firm-level data from over 125,000 establishments in 139 countries. Data are used to create over 100 indicators that benchmark the quality of the business environment across the globe. Each country is surveyed every 3 to 4 years. World Bank Group, International Finance Corporation, European Bank for Reconstruction and Development, European Investment Bank, *Morocco 2019 Country Profile*, Enterprise Surveys. Available at:

<<https://www.enterprisesurveys.org/content/dam/enterprisesurveys/documents/country/Morocco-2019.pdf>>

³⁸World Bank Group, European Bank for Reconstruction and Development, European Investment Bank, *Morocco Country Profile 2013*, Enterprise Surveys. Available at:

<<https://www.enterprisesurveys.org/content/dam/enterprisesurveys/documents/country-profiles/Morocco-2013.pdf>>

³⁹Chauffour, J.P., *Morocco 2040: Emerging by Investing in Intangible Capital. Directions in Development—Countries and Regions*, Washington, DC, World Bank, 2017. Available at: <<http://documents.worldbank.org/curated/en/227341508753592304/Morocco-2040-emerging-by-investing-in-intangible-capital>>

2. THE MOROCCAN DIASPORA AND THE IMPACT ON THEIR HOME COUNTRY ENTREPRENEURIAL ECOSYSTEM

This section will start looking at the Moroccan diaspora, its evolution in the recent history of the country, main countries of destination and socio-economic profile. Then it will examine Moroccan diaspora's participation in the Moroccan economy through investments, and the specific case of remittances; finally, it will give an account of the institutions created to connect the Moroccan diaspora with the Moroccan business entrepreneurial ecosystem. For that, first it is necessary to understand the concept of "diaspora".

2.1. The notion of "diaspora"

There is no single accepted definition of the concept of "diaspora" and it has been evolving over the pass of the years. IOM Glossary on Migration 2019⁴⁰ gives an up-to-date sense to the word "diaspora" as follows:

"Migrants or descendants of migrants whose identity and sense of belonging, either real or symbolic, have been shaped by their migration experience and background. They maintain links with their homelands, and to each other, based on a shared sense of history, identity, or mutual experiences in the destination country⁴¹".

Historically, as the Encyclopaedia Britannica⁴² describes it, "diaspora" should be understood as:

"The dispersion of the Jews among the gentiles after the Babylonian Exile or the aggregate of Jews or Jewish communities scattered "in exile" outside Palestine or present-day Israel".

⁴⁰IOM, Glossary on Migration, 2019. Available at: <<https://www.iom.int/glossary-migration-2019>>

⁴¹Note: As further noted in IOM's Strategy to Enable, Engage and Empower Diaspora (n.d.) 1), "IOM also refers to diaspora as transnational communities, because in a world of unprecedented global mobility, they comprise people who are connected to more than one country. The transnational nature of diaspora implies that these people are crucial when it comes to connecting countries and communities, because they can call on multiple networks, relate to different identities and share a sense of belonging to more than one.

⁴²The Editors of Encyclopaedia Britannica, Entry on "Diaspora", last updated on April 3, 2020. Available at: <<https://www.britannica.com/topic/Diaspora-Judaism>>

The African Union⁴³ adopted the following definition of “African Diaspora” on July 2005:

“The African Diaspora consists of peoples of African origin living outside the continent, irrespective of their citizenship and nationality and who are willing to contribute to the development of the continent and the building of the African Union”.

The three definitions have in common that they link “diaspora” with the idea of a community of people that leave in a place that is different from their or their parents’ country of origin or a country they perceive like home, whether this situation has been enforced or chosen, they relate as a group, not individually, share a collective memory of “home” and from the new location this community is actively interrelating with the people and country perceived as home with whom they have strong ties. The former, considers diaspora from the dimension of a community who volunteers to contribute to the development of the continent as a whole, whereas the latter, considers diaspora members in their individual dimension.

This concept of “diaspora” is closely linked to that of “migrant”⁴⁴ in that both refer to a person that moves from one place perceived as home, be it for a specific amount of time or originally born there or just having a sense of belonging to that place, to another place; but diaspora members actively relate to that place whereas migrants do not, necessarily. It is hard to identify members of a particular diaspora worldwide because of the fact that the notion of “diaspora” refers to not only migrants but also to second and third generations of descendants of migrants. For the purpose of this study “diaspora” and “migrant” will be used interchangeably.

To compensate for that shortage of quantifiable methods to identify diaspora, countries individually share their data on migration with international organisations like EUROSTAT (Statistical Body of the European Union) or the OECD (Organization for

⁴³African Union Executive Council Seventh Ordinary Session 28 June – 2 July 2005, EX.CL/Dec.221 (VII), Sirte, Libya. Available at: <https://au.int/sites/default/files/decisions/9629-council_en_28_june_2_july_2005_council_executive_council_seventh_ordinary_session.pdf>

⁴⁴International Organization for Migration Definition of “Migrant” An umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons. The term includes a number of well-defined legal categories of people, such as migrant workers; persons whose particular types of movements are legally-defined, such as smuggled migrants; as well as those whose status or means of movement are not specifically defined under international law, such as international students. *Note:* At the international level, no universally accepted definition for “migrant” exists. The present definition was developed by IOM for its own purposes and it is not meant to imply or create any new legal category. Source: Op. cit

Economic Cooperation and Development). International organizations working on migration release programmes and studies on diaspora groups like the IOM (International Organization for Migration). However, immigrant data will always be incomplete. Remittances will help us understand the magnitude of the existing links between diaspora and their country of origin, but they alone are not enough.

2.2. Recent history of the Moroccan diaspora

The recent history of Morocco, after Franco-Spanish protectorate over the country in 1912 and colonial era until 1956, is marked by the migration of Moroccan workers to France (much of this migration took place via Algeria, a French colony at the time until 1962) to be employed in factories, mines and join the French army during World War I and World War II⁴⁵. Unskilled and temporary rural labour male migration so called “guest worker” from Morocco to France boomed since the 1960s due to the economic growth in Western Europe and the signature of agreements between sending and various receiving countries⁴⁶ and later diversified over other European countries: Belgium, the Netherlands and Germany, to a lesser extent, that have since recruited them.

In mid-1970⁴⁷, migration flows to these countries were mainly driven by family reunions and family formations, thus changing the socioeconomic profile of migrants, who then were made up of women and urban Moroccans and became settlers, due to restrictive immigration policies pursued in receiving countries and Morocco’s worsened economic and political situation. Moroccan migrants went from temporary workers to permanent citizens in receiving countries. Simultaneously transfers of remittances incremented thanks to migrants’ attachment to the home country. In the 80s Moroccan

⁴⁵de Hass, H. *Morocco: From Emigration Country to Africa's Migration Passage to Europe*, Migration Policy Institute, 2005. Available at: <<https://www.migrationpolicy.org/article/morocco-emigration-country-africa's-migration-passage-europe>>

⁴⁶Van Der Erf, R., Heering, L., *Moroccan Migration Dynamics: Prospects for the Future*, IOM Migration Research Series, No. 10, Netherlands Interdisciplinary Demographic Institute (NIDI), The Hague, 2002, ISSN 1607-338X. Available at: <https://publications.iom.int/system/files/pdf/mrs_10_2002.pdf>

⁴⁷Berriane, M. *La larga historia de la diáspora marroquí* in López García, B., Berriane, M., *Atlas de la inmigración marroquí en España: Atlas 2004*, Taller de Estudios Internacionales Mediterráneos, Madrid, Universidad Autónoma de Madrid, 2004, pp. 24-25. Available at: <<http://extranjeros.mitramiss.gob.es/es/observatoriopermanenteinmigracion/publicaciones/OtrosDocumentos/archivos/19.2 Atlas de la inmigración marroquí en España.pdf>>

migrants fled their country to go to a different destination, Italy⁴⁸ and Spain⁴⁹, but also the United States and Canada. The reason behind this shift in the destination countries lies in the oil crisis of 1973 and the shut of borders of other traditional destinations in Western Europe. Whereas Southern Europe attracted more labour migrants, Northern America appealed to migrants with higher studies. This influx accentuated during the 90s and continued well into today's time, Moroccan people establishing themselves abroad all around the globe and setting up trade ties with their home country, replacing France as main destination for new Moroccan labour migrants. By the end of 1980s family reunifications was largely completed but in the 90s migration continued to Europe through marriages. It should be observed that Jew Moroccan migrated to Israel, France and the Canadian province of Québec after the creation of the state of Israel in 1948.

Migration of Moroccans traditionally has also been to Gulf States and has also been developed over several decades and continues to be the trend, especially among highly skilled women, following the 1981 bilateral agreement with Qatar⁵⁰. Logically due to the geographical proximity and the sharing of the same religion, migration to the MENA region has always been a constant.

Morocco has also experienced flocks of labour migrants, mostly undocumented from Sub-Saharan regions, who decide to stay in this country. As noted by The World Bank on its Migration and Development Brief No. 29, the country has gone beyond the mere state of being a major transit area to reach other African countries as well as Europe⁵¹ to become an immigrant destination.

Nowadays, after 2008 global economic crisis, arguably it would have been expected that Moroccan emigration halted; however, this crisis interrupted the return rates of this migrants to Morocco and instead encouraged long-term settlement and family

⁴⁸Mghari, M., Fassi Fihri, M. *Cartographie des flux migratoires des Marocains en Italie. Project "Migration, Retours: Ressources pour le Développement"*, IOM, 2010. Available at: https://www.iom.int/sites/default/files/country/docs/morocco/Cartographie_des_flux_migratoires_des_Marocains_en_Italie.pdf

⁴⁹Refass, M., *Cambios demográficos y migraciones* in López García, B., Berriane, M., *Atlas de la inmigración marroquí en España: Atlas 2004*, Taller de Estudios Internacionales Mediterráneos, Madrid, Universidad Autónoma de Madrid, 2004, p. 3. Available at: <http://extranjeros.mitramiss.gob.es/es/observatoriopermanenteinmigracion/publicaciones/OtrosDocumentos/archivos/19.2 Atlas de la inmigración marroquí en España.pdf>

⁵⁰Official website of the Kingdom of Morocco. Available at: <http://rabat.embassy.qa/en/kingdom-of-morocco/qatar---morocco-relations>

⁵¹World Bank Group, *Migration and remittances: Recent Developments and Outlook, Migration and Development Brief No. 29*, World Bank, Washington DC. April 2018. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/30280/129443-BRI-PUBLIC-Knowledge-Note-Add-Series-Migration-and-Development-Brief-29.pdf?sequence=1&isAllowed=y>

reunions, a similar situation to that of the 70s. Most recent studies like that of Engbersen, G.⁵² show that Moroccan immigrant community has been diminishing in The Netherlands since the mid-1990s due to a series of factors including changing beliefs of migrants to support prospective migrants, undermining feedback provided by migrants to prospect migrants and changing nature of migration culture and aspirations. This research is based on the study by Jolivet, D.,⁵³ that explores how 2008 global economic crisis in Europe impacted migration aspirations of non-migrants in Morocco and how the perception of migration from the current migrants can affect the prospects of migration to Europe.

2.3. Profiling the Moroccan diaspora

In global terms, as per data facilitated by IOM⁵⁴, traditionally, the North African region has the largest numbers of emigrants in the continent. In 2019 Morocco was the second North African country with the highest number of emigrants, only surpassed by Egypt.

According to Morocco's Royaume du Maroc Ministère des Affaires Etrangères de la Coopération Africaine et des Marocains Résidant à l'Étranger (Moroccan Ministry of Foreign Affairs and Cooperation, African Cooperation and Moroccans living abroad) this diaspora is made up of 5 million of people distributed in 120 countries⁵⁵.

According to OECD 2017 data⁵⁶ in 2010/2011 Moroccan-born people who migrated and live abroad represented 2.6 million living in OECD countries, without taking into account people below the age of 15 because economically they did not have an impact on Morocco's economy. Moroccan emigrants represented the 10th biggest diaspora group in OECD countries, which equals 2.5% of all expatriates in the OECD area.

⁵²Engbersen, G. *Networks and beyond: Feedback channels and the diminutive causation of internal migration*. Theorizing the Evolution of European migration Systems (THEMIS), Erasmus University, Research Group CIMIC, The Netherlands, 2013. Available at:

<<https://www.migrationinstitute.org/files/events/engbersen.pdf>>

⁵³Jolivet, D. *Times of uncertainty in Europe: migration feedback loops in four Moroccan regions*, The Journal of North African Studies, volum 20, issue 4 (September 2015) pp: 553-572.

⁵⁴International Organization for Migration, *World Migration Report 2020*, 2019. ISSN: 1561-5502. Available at: <https://publications.iom.int/system/files/pdf/wmr_2020.pdf>

⁵⁵Marocains du Monde. [Accessed on 16 May 2020] Available at:

<<https://marocainsdumonde.gov.ma/investissement-marocains-du-monde-mcmre-2/>>

⁵⁶Organisation for Economic Co-operation and Development, *Talent Abroad: A Review of Moroccan Emigrants*, OECD Publishing, Paris, 2017. [Accessed on 16 May 2020] Available at: <<https://doi.org/10.1787/9789264264281-en>>

At a European level, EUROSTAT⁵⁷ identified that on the data available that does not include France, Germany or United Kingdom in 2019 the main destinations of Moroccan migrants are Spain, Italy and Belgium. According to the charts (See appendices 10 and 11) it can be observed that the percentage of Moroccan-born people living in Belgium is bigger than the proportion of Moroccan-born people residing in any other studied countries, in spite of the fact that there are three times more Moroccan-born people living in Spain than in Belgium.

Regarding their socio-economic definition, Moroccan diaspora members are not one monolithic group.

In France⁵⁸, for instance, traditionally one of the principal recipient countries in Europe of Moroccan migrants, in 2018, 11.9%, 774,600 of the French total migration population, were born in Morocco⁵⁹. That year, 6.9% of Moroccan migrants worked in the primary sector, 13.5% were business directors, 14.6% held an intermediate position in an enterprise, 28.2% were employees and 36.8% were labourer (this data includes immigrants and their descendants).

In Spain⁶⁰, one of the current principal destinations of Moroccan immigrants, 864,546 Moroccan people were legally residing in Spain in 2020. Moroccan migration in Spain is relatively recent and this could explain why it is hard for the members of this community to access better jobs. Around 20% of Moroccan migrants have not finished any formal education or are illiterate and 10% hold a university education in 2015⁶¹.

Per data facilitated by Spanish National Federation of Associations of Self-Employed Workers (ATA),⁶² from December 2018 to June 2019 in Spain, foreigner

⁵⁷Statistical Body of the European Union, *Migration and migrant population statistics*, Data extracted in March 2019. Planned article update: June 2020. Available at: <https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Migration_and_migrant_population_statistics#Migrant_population:_22.3_million_non-EU_citizens_living_in_the_EU_on_1_January_2018>

⁵⁸Institut national de la statistique et des études économiques, *Catégories socioprofessionnelles des immigrés et des descendants d'immigrés par origine géographique. Données annuelles 2018*, Published on July 19, 2019. Available at: <<https://www.insee.fr/fr/statistiques/4195806>>

⁵⁹Institut national de la statistique et des études économiques, *Immigrés, étrangers*. Published on October 8, 2019. Available at: <<https://www.insee.fr/fr/statistiques/3633212>>

⁶⁰Instituto Nacional de Estadística, *Población extranjera por sexo, comunidades y provincias y nacionalidad. Estadística del Padrón Continuo*. Provisional data on January 1, 2020. Available at: <<https://www.ine.es/jaxi/Datos.htm?path=/t20/e245/p04/provi/&file=0ccaa002.px#!tabs-tabla>>

⁶¹Ibáñez, Z., Acebillo, M., León, M. *Voluntary, involuntary and programmed circular migration in Spain: the case of Moroccan workers in the Berry-producing region of Huelva (Spain)*. Research Group Institut de Govern i Polítiques Públiques. MRA 1^a planta Campus UAB Bellaterra Escola de polítiques social i urbanes, Urrutia, Barcelona, October, 2015. Available at: <<https://igop.uab.cat/wp-content/uploads/2016/07/UK-National-Report-Spain-Mobile-identities.pdf>>

⁶²Informe autónomos extranjeros – Primer semestre 2019, Federación Nacional de Asociaciones de Trabajadores Autónomos (ATA). Available at: <<https://ata.es/wp-content/uploads/2019/07/np-evoluci%C3%B3n-extranjeros-Primer-Semestre-20191.pdf>>

entrepreneurs represented 10.4% of total number of self-employed workers, in Canary Islands, Balearic Islands and Melilla they were twice as big as national workers, Moroccans are the 5th migrant community with highest number of self-employed passing from 21,052 in December 2018 to 22,049 in June 2019, active in the fields of hospitality and trade, 214,942 for men and 128,85 for women in March 2019.

In Italy⁶³, a total 422,980 of foreign Moroccan citizens legally resided there in 2018: an equivalent of 8% of total foreign resident citizens. In this country, studies show that migration has long been motivated by the need to find a job by young men; however, during the last decades more women have been migrating to Italy in search for a job, especially as domestic workers.

In 2006, Italian National Institute of Statistics showed that 152,507 Moroccan workers are affiliated to social security, of those 4,905 were craftsmen (of those 5% were women), 25 worked in farms (of those 58% were women), 1,615 worked in trade (28% of those were women), 1,685 held a partnership contract (of those 32% were women), 134,707 were paid employees (17% of whom were women), 6,630 were domestic workers (of whom 86% were women) and 3,750 were farm hand. Only 5.7% of working Moroccan held diplomas of higher studies, compared with 11.7% average for migrant communities in Italy, and 20% of Moroccans held secondary level diplomas, far below the average for migrant populations. Moroccans, nevertheless, were the first migrant community in Italy in 2006 in the field of entrepreneurship, particularly in trade, the construction industry, transport and manufacturing.

In Belgium⁶⁴ in 2010 Morocco ranked second in terms of total number of international migrants, after France, followed by the Netherlands, with 9,754 people. In 2017, Morocco fell to the 7th position with 4,437 people.

In Germany⁶⁵, the Moroccan population was and remains relatively small when compared with other migrant communities. In 2016 the country totalled 170,000 Moroccans, of which 75,000 were foreigners. Nevertheless before 2015 Moroccans

⁶³Istituto nazionale di statistica, *Foreign Citizens. Resident Population by sex and citizenship on 31st December 2018 (provisional data) Italy - All Countries*. Available at: http://demo.istat.it/str2018/index_e.html

⁶⁴Service public fédéral Emploi, Travail et Concertation Sociale. Conseil Supérieur de l'Emploi. Gouvernement de la Belgique, *Les immigrés nés en dehors de l'Union Européenne sur le marché du travail en Belgique*. Rapport 2018. Available at: https://emploi.belgique.be/sites/default/files/fr/modules_pages/publicaties/document/conssup_hogeraad/rapportcse102018.pdf?id=47938

⁶⁵Bruce, B., *Governing Islam Abroad: Turkish and Moroccan Muslims in Western Europe*, The Science Po Series in International Relations and Political Economy, ISBN 978-3-319-78663-6, Palgrave Macmillan, Switzerland, 2019.

represented the largest group from an Arab country and the 4th largest group amongst Muslims after Turks, Bosnians and Iranians. Similar to Moroccans in Belgium and the Netherlands, the majority of early immigrants who arrived in Germany were Amazigh from North-eastern Rif region grown up under Spanish protectorate and few spoke French or Arabic.

In the Netherlands⁶⁶ migrants are overrepresented in the largest cities and Moroccan mainly consist of a couple, most of the two people of migrant background. In September 2019, the country recorded a Moroccan population of 36,495⁶⁷.

Across the other side of the Atlantic, in the United States, according to the U.S. Census Bureau⁶⁸, from 2006-2010 period surveyed, there were 74,908 Moroccan-origin migrants. In the metropolitan area of Québec⁶⁹, most Moroccan populated territory in Canada, in 2016 Morocco was the 3rd biggest migrant community with 2,190 people, a 4,9% of total immigrant population in Québec.

2.4. The socio-economic impact of the Moroccan diaspora's investment on Morocco

Diaspora's economic dimension has been explained by many researchers with the focus on two dimensions (one the one hand through the sending of remittances and on the other hand through the transmission of knowledge). Diaspora members may decide to invest in the economy of their country of origin. These investments can have many forms, but financially the most common ones are in real estate and are considered cross-border investment included in the financial account. Although these economic ventures are not considered remittances in the balance of payments framework, according to the IMF (International Monetary Fund), they may be a means of facilitating remittances such as when a migrant invests money to set up an enterprise in his or her country of origin

⁶⁶Centraal Bureau voor de Statistiek, Population, 28/02/2019 14:03. Available at: <https://www.cbs.nl/en-gb/background/2018/47/population>

⁶⁷Centraal Bureau voor de Statistiek, Population; sex, age and nationality, 1 January, changed on 11/09/2019 02:00 Nationality: Moroccan Periods: 2019. Available at: <https://www.cbs.nl/en-gb/figures/detail/03743eng?q=moroccan>

⁶⁸Asi, M., Beaulieu, D. *Arab Households in the United States: 2006–2010*, American Community Survey Briefs, May 2013, ACSBR/10-20, United States Census Bureau. Available at: <https://www2.census.gov/library/publications/2013/acs/acsbr10-20.pdf>

⁶⁹Statistics Canada, Census metropolitan area of Québec, Focus on Geography Series, 2016 Census. Available at: <https://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=421&TOPIC=7>

and relatives are employed there and are paid above-market incomes by this enterprise⁷⁰. The World Bank⁷¹, on the contrary, considers remittances in the context of the balance of payments and in the case of Morocco the organisation defines remittances as the second-largest source of revenue in the country's balance of payment after merchandise exports, a tendency that has been upheld for many years.

Remittances play an important role in countries' economies, especially in alleviating poverty in lower- and middle-income countries improving national outcomes and are associated with higher spending on education, consumption, savings and investment. On the negative side they can reduce incentives to work and reduce the labour force participation or labour supply⁷². But not all remittances are sent through formal channels; that is why the total amount of money sent as remittances might be even higher than the officially recorded. Moroccan government, aware of the importance that these remittances play in leveraging the country's socioeconomic sector, has been seeking ways to harness its potential by, among other initiatives, encouraging the opening of Moroccan bank branches in Europe, giving favourable fiscal treatment to migrants' money and following a friendly policy in foreign exchange rates⁷³. As per defined by the IMF:

“Remittances represent household income from foreign economies arising mainly from the temporary or permanent movement of people to those economies. Remittances include cash and noncash items that flow through formal channels, such as via electronic wire, or through informal channels, such as money or goods carried across borders. They largely consist of funds and noncash items sent or given by individuals who have migrated to a new economy and become residents there, and the net compensation of border, seasonal, or other short-term workers who are employed in an economy in which they are not resident.”

⁷⁰International Monetary Fund, *Balance of payments and international investment position manual*, Washington D.C., IMF, 2009, 6th edition (BPM6), last updated November 2013. Available at: <https://www.imf.org/external/pubs/ft/bop/2007/bopman6.htm>

⁷¹World Bank Group, *Migration and remittances: Recent Developments and Outlook, Migration and Development Brief No. 29*, World Bank, Washington DC. April 2018. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/30280/129443-BRI-PUBLIC-Knowledge-Note-Add-Series-Migration-and-Development-Brief-29.pdf?sequence=1&isAllowed=y>

⁷²Dridi, J., Gursay, T., Perez-Saiz, H., Bari, M., *The impact of Remittances on economic Activity: The Importance of Sectorial Linkages*, IMF Working Paper, African Department, IMF, Aug 16, 2019. Available at:

https://books.google.es/books?id=8tCsDwAAQBAJ&dq=The+Impact+of+Remittances+on+Economic+Activity:+The+Importance+of+Sectoral+Linkages&source=gbs_navlinks_s

⁷³de Hass, H., *Morocco: Setting the Stage for Becoming a Migration Transition Country?* Migration Policy Institute, 2014. Available at: <https://www.migrationpolicy.org/article/morocco-setting-stage-becoming-migration-transition-country>

Remittances should also include the “social remittances”⁷⁴ as understood as the ideas, behaviours, identities and social capital that flow receiving to sending country communities. Thus, promoting entrepreneurship and political integration.

The contribution of Moroccan remittances to Moroccan GDP is high compared to other countries of origin, as indicated in the figure below⁷⁵. Just as an example in 2013 the country had the third largest remittance flow by percentage of GDP and became a reliable source of foreign currency, exceeding combined total FDI and official development assistance. Now remittances flow by percentage of Moroccan GDP have been stable overall in recent years despite increase in number of Moroccan emigrants. The ageing of Moroccan emigrants especially the first wave arriving in Europe might lead to a weaning of the ties with Morocco, in addition to the changes in the socioeconomic profile of most recent waves of migrants (see Appendix 4).

That remittances play an important role in Morocco as additional income and out weight other foreign-origin sources of money is demonstrated by data relating to remittances, FDI and net development assistance received in Morocco from 2017 to 2019. For remittances⁷⁶ received in Morocco in US dollar in 2019 were 6.735 billion, after 6.919 billion in 2018 and 6.823 billion in 2017. This data, when compared to Morocco’s FDI⁷⁷ in US dollar, shows that FDI represented 1.6 billion in 2019 and 3.544 billion in 2018. Finally, net development assistance received in US dollar in Morocco was 811,650,024.414063 in 2018, which represented a sharp decline after year 2017 2.416 billion and year 2016 2.062 billion. Similar data to 2018 was seen in year 2010⁷⁸. (No figures were provided for 2019).

The whole picture of Morocco’s Foreign Direct Investment (FDI) according to the most updated available data provided by the Moroccan Foreign Exchange Office can be seen in Appendices 5 and 6.

According to this data, Ireland took over France as Morocco’s main investor. This is very unique to this year because of the acquisition of Moroccan insurance firm Saham

⁷⁴Levit, P., *Social Remittances: Migration Driven Local-Level Forms of Cultural Diffusion*, International Migration Review, Vol. 32(4): 926-948, New York, 1998. Available at: <https://www.jstor.org/stable/2547666?seq=1>

⁷⁵Organisation for Economic Co-operation and Development, *Talent Abroad*, op.cit.

⁷⁶World Bank staff estimates based on IMF balance of payments data.

⁷⁷International Monetary Fund, International Financial Statistics and Balance of Payments databases, World Bank, International Debt Statistics, and World Bank and OECD GDP estimates.

⁷⁸Development Assistance Committee of the Organisation for Economic Co-operation and Development, Geographical Distribution of Financial Flows to Developing Countries, Development Co-operation Report, and International Development Statistics database. Available at: stats.oecd.org

by shareholding 100% owned by Sanlam emerging markets (Ireland) Limited, a South African company engaged in provision of life insurance⁷⁹. As a result, insurance sector was the main industry benefiting from FDI in 2018, followed by manufacturing and real estate very closely.

As per data facilitated by The World Bank Migration and Development Brief No. 31 issued in 2018⁸⁰, that year Morocco received 7.4 billion dollars in remittances, which represented a 6.2 percentage of its GDP in 2018. The report expressed that remittances to the MENA region grew about 9.1 percent in 2018 following the 10.6 percent growth of the previous year. The cost of sending these remittances declined slightly to 6.9 percent in the last quarter of 2018. In the same report is also noted that sending money within MENA region is less expensive than sending money from outside and that Israel to Morocco is one of the 5 highest cost corridors in the region.

Regarding future prospects, The World Bank Migration and Development Brief No. 32⁸¹ point out that remittances to the MENA region are projected to fall by about 20 percent in 2020 following the rise of 2.6 percent in 2019 due to global slowdown following coronavirus and the impact of lower oil prices in GCC countries. Particularly for the EURO area, following economic slowdown and the depreciation of the EURO against the U.S. dollar, remittances will be further impacted, most especially Morocco will be affected with a decline of 17 percent. 2021 is projected to see a growth in remittances to the MENA region, albeit at a slow pace of around 1.6 percent due to moderate growth in the EURO area and weak GCC outflows. Costs vary across corridors, on the region, 2020 Q1 was 7 percent, compared to 6.79 percent global average.

2.5. Diaspora connects with the Moroccan entrepreneurial ecosystem

⁷⁹Competition Authority of Kenya, *The proposed acquisition of 100% of the issued share capital of Saham S.A. by Sanlam emerging markets (Ireland) Limited*, November 13, 2018. Available at: <<https://www.cak.go.ke/sites/default/files/2019-06/CAK%20Decision%20on%20Saham%20Acquisition%20by%20SEMIL.pdf>>

⁸⁰Plaza, S., Ratha, D., Ju Kim, E., De, S., Schuettler, K., Ganesh, S., Yameogo, N. *Migration and remittances: Recent Developments and Outlook*, Migration and Development Brief No. 30, World Bank, Washington DC. April 2019. Available at: <<https://www.knomad.org/sites/default/files/2019-04/Migrationanddevelopmentbrief31.pdf>>

⁸¹World Bank Group, *COVID-19 Crisis Through a Migration Lens*, Migration and Development Brief No. 32, World Bank, Washington DC. April 2020. Available at: <<https://www.knomad.org/sites/default/files/2020-05/Migration%20%26%20Development%20Brief%2032-COVID-19%20Crisis%20Through%20a%20Migration%20Lens.pdf>>

Diaspora members, as it has been studied, participate in their countries of origin in different ways and the government of their home countries seek ways to engage nationally their diaspora and harness the benefits that they can bring into their countries. Along with opening Consular networks, governments set up governmental or semi-governmental diaspora institutions that can be classified into public, private or public-private bodies.

In the 1960s Moroccan government considered its emigrants beneficial in terms of the return of experienced workers. Organisations had to be created to help those emigrants reintegrate in the country workforce. Simultaneously, diaspora members were regarded as a space for political dissent from abroad therefore a different set of organisations had to be created to keep a tight control of them. In the 1970s and 1980s security concerns where high and diaspora groups were stifled or eradicated if considered dangerous and this task was further supported by the sending of imams abroad to instate a control through state-governed religious institution⁸². Only in the 1980s did Morocco develop diaspora policies to attract financial remittances create a sphere for communion between nationals and emigrants in the socio-cultural field. Therefore, shifting the country's approach towards its diaspora from control to support⁸³. This approach had already been noticed by Cohen, R⁸⁴. when the researcher observed that diasporas were no longer victims of the nation-state but their game-changers. A key role in this change of mindset was played by diaspora institutions, formal offices of state that work for emigrants and their descendants. Diaspora institutions description as facilitated by Gamlen, A.⁸⁵:

“[...] includes only formally named, funded, and staffed offices within the executive and legislative branches of national governments. [...] However, it excludes non-governmental diaspora organizations led by migrants It also excludes political parties, and institutions within the judiciary or military. This definition also excludes diaspora offices within local governments, which tend to be more restricted in scope and lifespan than national-level directorates.”

⁸²Bruce, B., *Governing Islam Abroad: Turkish and Moroccan Muslims in Western Europe*, The Science Po Series in International Relations and Political Economy, ISBN 978-3-319-78663-6, Palgrave Macmillan, Switzerland, 2019.

⁸³de Haas, H., *Between Courting and Controlling: The Moroccan State and 'its' Emigrants*, in Working Paper No. 54: Centre on Migration, Policy and Society (COMPAS), University of Oxford, UK, 2007.

⁸⁴Cohen, R., *Diasporas and the nation-state: from victims to challengers*, International Affairs, Volume 72, Issue 3, 1996, pp.507-520. available at: <<https://academic.oup.com/ia/article-abstract/72/3/507/2471481?redirectedFrom=fulltext>>

⁸⁵Gamlen, A., *Diapora Institutions and Diaspora Governance*, International Migration Review, 2014.

With this definition in mind, it is to be observed that a wide variety and diverse number of diaspora institutions such as directorates or an administrative department in the executive branch of the government exist in Morocco. This diaspora has a Ministry in Morocco, the Ministry in Charge of Moroccans Living Abroad and Migration Affairs (MCMRE)⁸⁶, created in 1990. The same year, the Moroccan government created “Fondation Hassan II pour les Marocains Résidant à l’Étranger”⁸⁷ to help Moroccan migrants connect with Morocco in the socio-economic fields. Moroccan diaspora members can also have recourse to the Council of the Moroccan Community Abroad (CCME) that provides recommendations to the King of Morocco on promoting and enhancing Moroccans residing abroad rights links with Morocco and the Regional Centre for Investment (CRI).

Gamlen, A.⁸⁸’s work on the study of the rise of diaspora institutions found that two approaches are used to understand this phenomenon through which states seek to exercise and enhance their soft power, namely tapping and embracing, and proposed a third approach to offset the deficiencies of the previous theories, that is governing diaspora institutions. Tapping suggests harvesting the profits of having Moroccans abroad in the form of remittances and knowledge transfers as well as in terms of exercising a political influence abroad. This institution facilitate investment, remittances, donations as well a professional networking. Domestic security is also a reason behind a state’s interest to tap the resources of its diaspora to create bonds based on patriotism as well as suppress diasporic groups that act against the interest of the state. Embracing refers to how the Moroccan state relates to its diaspora and invites them to participate in state-specific processes like the right to vote. As for governing, this term here signifies to engage diaspora members from the state level to spread international models and best practices in the study of international migration management.

IOM at a Diaspora Ministerial Conference International celebrated at the Conference Centre Geneva on 18-19 June 2013⁸⁹ proposed a strategic approach based on

⁸⁶Ministry in Charge of Moroccans Living Abroad and Migration Affairs. Available at: <<https://marocainsdumonde.gov.ma/attributions-mcmre/?lang=en>>

⁸⁷Fondation Hassan II pour les Marocains Résidant à l’étranger. Available at: <<http://www.fh2mre.ma/index.php/la-fondation/la-fondation-en-bref.html>>

⁸⁸Gamlen, A., loc. cit.

⁸⁹International Organization for Migration, *Diasporas and Development: Bridging Societies and States*, International Dialogue on Migration No. 22, Diaspora Ministerial Conference, International Conference Centre Geneva (CICG) 18–19 June 2013. ISSN 1726-2224. Available at:

3 courses of action to be followed by the governments to harness the leveraging potential of their diaspora:

- By engaging transnational communities in the development of their countries. For that, governments need to have a profound knowledge of their diaspora, their organisations and willingness to participate in development initiatives.

- By implementing the policies to defend diaspora's rights in the field of integration, social protection, citizenship, right to vote and to return, and possibility to build partnerships to enable this engagement.

For instance, In Morocco, “Mutuelle des Marocains à l'Étranger” (MUMADE), created in 2009, “provides a legal framework that ensures medical coverage of Moroccans abroad who have returned temporarily and/or permanently to Morocco from a country of destination with which no bilateral agreement exists”⁹⁰.

- By creating programmes aimed at empowering diaspora by strengthening the links between individuals and communities and making resources available to them.

As an example, Morocco Establishment of the Microcredit Bank: Bank Al-Amal Establishment of Overseas Bank Offices of the National Bank “La Banque Populaire” Foreign Currency Bank Accounts.

More precisely in the field of entrepreneurship, among public institutions, Moroccan diaspora have the possibility to become members of “Confédération Générale des Entreprises du Maroc” (CGEM).⁹¹

According to the official website of the Moroccan Ministry of Foreign Affairs and Cooperation, African Cooperation and Moroccans living abroad, this institution and

https://www.iom.int/sites/default/files/our_work/ICP/IDM/International%20Dialogue%20on%20Migration%202013-%20Diaspora%20Ministerial%20Conference%20-%20Diasporas%20and%20Development-%20%20Bridging%20Societies%20and%20States.pdf

⁹⁰International Centre for Migration Policy Development, International Organization for Migration, Mediterranean Transit Migration: *A Dialogue in Action: A Dialogue in Action Linking Emigrant Communities for More Development*. Inventory of Institutional Capacities and Practices Joint ICMPD-IOM Project, 2010, ISBN 978-3-900411-59-6. Available at:

https://publications.iom.int/system/files/pdf/iom_icmpd_inventory_en.pdf

⁹¹This institution was created so as to guarantee a favourable environment for investment for enterprises to thrive in, promote Morocco's regions and potentials, ensure enterprises' survival and represent their interests in front of the public sector. It represents the interest of its 90,000 members, 95% of which are MSMEs (micro, small and medium enterprises). It also acts as the link between local and international Moroccan-led enterprises, via intermediation, social mediation, guidance and mentorship, conferences, business centre, discounts and French consular services to facilitate the visa acquisition for those entrepreneurs seeking to establish abroad and assists enterprises to set up and develop internationally. Internationally, CGEM works with Moroccan Ministries, embassies, Maroc Export, “Agence Marocaine de Développement et d'Investissements”, “Chambres de Commerce et d'Industrie” et “Patronat”. It organizes conferences, workshops, bilateral and regional meetings between Moroccan people living in the country and outside to expand the network, be present internationally, increase international visibility and the dialogue with public and private entities.

CGEM have united forces to create a new service available for Moroccan entrepreneurs and investors living abroad through the signature of a framework for an agreement on cooperation on February 9, 2017. The first one has as its priorities to boost entrepreneurial talent abroad and has installed an information and assistance online service with specific tools and programmes for the creation of enterprises. The second one has its own federations, commissions and regions as well as institutional representations has decided to gather all these entities in one online economic region, number 13 in the region of CGEM. Through this service or region Moroccans entrepreneurs living abroad, the so-called “Marocains Entrepreneurs du Monde” (MEM)⁹² obtain multilingual guidance and know-how, exchange of good practices from experienced Moroccan businesspeople to make an impact on Moroccan economy. Ultimately it aims at promoting investment from Moroccan living abroad in Morocco, likewise help Moroccan exporters establish themselves abroad and act as ambassadors of Morocco.

Another initiative led by this Ministry is a tool⁹³ to accompany investors along the different phases of their project via an online database with useful legislation and a guide on the most recent economic events and developments in the country to help them when taking investment decisions. This Ministry also offers other programmes to investors with the help of Maisons de Nador, Beni Mellal et Tiznit that wish to settle in these regions. This government has also kick started a joint project with the European Union that is being implemented by the International Organizations of Migration and other civil society organizations called “Shakara” that aims to assist Moroccan living abroad that wish to return to their country of origin through recommendations and a consultative body. The government also created in 1997 “R&D Maroc”, an association of professionals that meet to foster domestic innovation and research.

A key financial institution in the public sphere is “Caisse Centrale de Garantie” (CCG), assimilated to a credit institution under banking law. The CCG’s mission is to facilitate access to financing by sharing the risks with the actors of the financial sector.

Other governmental entities that are actively supporting national innovation and new talent are the Ministry of Higher Education and Scientific Research (MoHESR), the Inter-Ministerial Permanent Committee on Scientific Research and Technological

⁹²For more information visit Marocains Entrepreneurs du Monde website. Available at: www.membycgem.ma

⁹³For more information visit Kingdom of Morocco’s website. Available at: <http://www.maroc.ma/en/content/service-moroccans-world>

Development, Hassan II Academy of Science and Technology, the National Centre for Scientific and Technical Research (CNRST) and the National Fund for Scientific Research and Technological Development.

DiafrikInvest⁹⁴ project wants to boost business relations between European diaspora investors and local talent in Morocco, Tunisia and Senegal. The Project was carried out from December 2016 to December 2019 co-financed 90% by the European Union and coordinated by ANIMA Network with a framework of six partners and targeted forty operations.

Moroccan Center for Innovation and Social Entrepreneurship is a non-for-profit (MCISE) organization created in 2012 by 17 people in the lookout for innovative and entrepreneurial ideas to face social challenges in the country⁹⁵. This organization is behind the launching of “Moroccan Social Entrepreneurship Summits” (MSES), the platform “Orange Corners” that Morocco has in partnership with the Ministry of Foreign Affairs of The Netherlands to promote entrepreneurship, and the first edition of the Social Innovation Week.

There are also a number of private and public-private initiatives to foster diaspora relations with Moroccan government and leverage entrepreneurship.

CIH Open Innovation is an initiative by CIH⁹⁶ Bank to promote software innovation through mobile apps by young Moroccan talent. The initiative has led to the creation of 40 innovative start-ups in the software field thanks to the collaboration of ScreenDy (a Moroccan start-up that allows web developers create mobile apps though the support of experts. It was founded in Silicon Valley by Moroccan diaspora)⁹⁷.

“Réseau Entreprendre Maroc” is a Moroccan association created in 2006 by business managers to share their experiences and know-how with entrepreneurs, as well as networking and funding. It is people-oriented, for free and based on the principle of reciprocity. Through its “Innov Start Initiative”, the network supports start-ups with innovation at the heart of their projects⁹⁸.

⁹⁴ For more information visit DiafrikInvest website. Available at: <https://www.diafrikinvest.com/fr/entrepreneurs>

⁹⁵ For more information visit Moroccan Center for Innovation and Social Entrepreneurship website. Available at: <http://www.mcise.org/en/blog/>

⁹⁶ Visit CIH BANK website available. Available at: <https://www.cihbank.ma/corporate/communication/tutoriels/cih-open-innovation>

⁹⁷ Visit Start-upBRICS website. Available at: <https://startupbrics.com/screendy-wordpress-mobile-apps-san-francisco/>

⁹⁸ Visit Réseau Entreprendre Maroc. Available at: <https://www.reseau-entreprendre.org/maroc/entreprendre/innov-start/>

“Fondation Création d’entreprises”⁹⁹ (FCE) created by Groupe Banque Populaire in 1991 is a non-profit organization created to promote an entrepreneurial spirit in Morocco that helps in the different stages of the cycle of a project for MSME specifically in the international sphere. It works towards the cooperation between national and international firms to increase the investment in Morocco through various initiatives:

PACEIM I, PACEIM II¹⁰⁰ (“Programme d’Aide à la Création d’Entreprises Innovantes en Méditerranée”) created in 2010, PACEIM is a program intended at diasporas from Algeria, Lebanon, Tunisia and Morocco established in France. The objective of this program is to create an international platform that helps the creation of innovative tech-savvy enterprises by students who hold higher studies in Europe in countries of the South of the Mediterranean.

DIAMED in collaboration with ADER Méditerranée, ACIM and ANIMA Investment Network in France, CONECT in Tunisia, FCE in Morocco and Medafco Consulting in Algeria.

ACEDIM¹⁰¹ (“Accompagnement à la création d’entreprises por les diásporas du Maghreb”) is a tool that assists in the creation of enterprises for Moroccan diaspora within the framework of DIAMED European program, a platform that offers free customized coaching services from the beginning to the end of the investment venture to create enterprises between Europe, Algeria, Tunisia and Morocco.

“Le programme Maghreb Entrepreneur” is led by Ministry in Charge of Moroccans Living Abroad and Migration Affairs.

Technoparks are public-private partnership created for the creation and development of ICT (Information and Communications Technology) sector, in 2019 there were four parks across the country in Casablanca, Rabat, Tanger and Agadir. The Technopark management company, MITC, has supported since its creation nearly 800 innovative companies in Casablanca, more than 80 in Rabat and 20 companies in Technopark Tangier. The Technopark hosts permanently 280 Moroccan start-ups and

⁹⁹Visit Banque Populaire website. Available at: <<https://www.groupebcp.com/fr/filiales-fondations/fondations/fondation-cr%C3%A9ation-dentreprises>>

¹⁰⁰Visit Institut de Recherche pour le Développement, France. Available at: <<https://www.ird.fr/toute-l-actualite/actualites-institutionnelles/lancement-du-paceim>>

¹⁰¹Visit Afaemme website note on DIAMED. Available at: <http://www.afaemme.org/sites/default/files/Com%20Action%20Diaspora%20DiaMed_v2.pdf>

SMEs, nearly 2,000 employees with an average age of less than 30 years and more than 10% of the national ICT turnover (excluding telecom)¹⁰².

3. ANALYSIS OF THE ENTREPRENEURIAL ECOSYSTEM IN MOROCCO

This research gathers firstly the analysis of the ten most profitable entrepreneurial ventures in Morocco in 2019 and their source of financing and secondly the study of the main stakeholders of the Moroccan entrepreneur ecosystem for the same year. The purpose of these two analyses is to assess the impact of the diaspora investment in the Moroccan entrepreneurial scenario.

For the purpose of this study, the website “www.start-upranking.com” was used to track the ten most popular and cost-effective start-ups in Morocco in 2019. The results can be seen in Appendix 7.

Upon study of each of these ten start-ups, it was found that only two start-ups had benefited from foreign investment, but only one came from a diaspora member. The first one is “Dabadoc”, the second most popular start-up in Morocco in 2019 that received funding via an organization called Endeavor Morocco¹⁰³. Endeavor Morocco’s managing director is Moroccan diaspora member Amine Al-Hazzaz¹⁰⁴. This start-up was launched also thanks to international aid from the United States Agency for International Development in Morocco designed to advance youth entrepreneurship. The second one is 2019 Morocco’s fourth most popular start-up called “Ipadian” that was founded by a Moroccan software developer with the support of United States State Department-sponsored program promoting young global IT entrepreneurs called GIST (Global Innovation through Science and Technology)¹⁰⁵.

The other website used for the purpose of this study to track the Moroccan start-up ecosystem and diaspora’s involvement in 2019 was “www.investingmorocco.com” that shows the results of an investigation carried out by coding school “Le Wagon” in 2020. This analysis divides the entrepreneurial scenario into eight different categories:

¹⁰²For more information visit Technopark website. Available at:

<<https://www.technopark.ma/s/login/?language=fr&startURL=%2Fs%2F&ec=302>>

¹⁰³Le Matin, *DabaDoc primée par Endeavor Global*, March 3, 2019. Available at:

<<https://lematin.ma/express/2019/dabadoc-primee-endeavor-global/315321.html>>

¹⁰⁴Amine Hazzaz profile, MIT GSW website. Available at: <<http://gsw.mit.edu/2014/speaker-lineup/amine-hazzaz/index.html>>

¹⁰⁵Ayman Elakhal Blog. Available at<<http://aymanelakhal.com/>>

global venture capital, local venture capital, incubators and accelerators, networking and coworking, education, initiatives, recruitments and, finally, corporates. (See appendix 8).

1. GLOBAL VENTURE CAPITAL (VC)

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
GIZ	Germany with a Moroccan office	International cooperation institution	No	Unknown	It has as only shareholder the Federal Republic of Germany represented within Germany by the Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal Ministry of Finance (BMF) ¹⁰⁶ .
Mediterranea Capital Partners	Office in Morocco	Private Equity firm ¹⁰⁷	Yes. Chairman and partner is Saâd Bendidi ¹⁰⁸	Unknown	Unknown
Brookstone Partners	United States ¹⁰⁹	Venture capital firm	No	Subsidiary of Brookstone Partners Asset Management	Unknown
AFRICINVEST ¹¹⁰	Office in Morocco	Venture capital firm	Unknown	Subsidiary of Integra Partners ¹¹¹	Unknown
Global Nexus	United States and Mexico	Private equity institution	Some of its senior members include Moroccan diaspora such as Farid Benlafdil ¹¹² and Mehdi Mahtat ¹¹³	Unknown	The capital of which comes mainly from the United States and international institutions
Near East Foundation	United States	Organisation for cooperation for development	Many of its members are Moroccan diaspora members like Mahmoud Bchini ¹¹⁴ , Responsible for the country of Morocco	Non-governmental organization (NGO) in partnership with Syracuse University ¹¹⁵	
World Bank Group	United States	international financial institution	No	Governments of its state members, the United States is one of the main shareholders	

¹⁰⁶Visit GIZ website. Available at: <<https://www.giz.de/en/aboutgiz/shareholder.html>>

¹⁰⁷Visit Mediterranea Capital Partners website. Available at: <<https://www.mcapitalp.com/about-us/>>

¹⁰⁸Before joining Mediterranea Capital Partners, Saâd Bendidi held several leading positions in various sectors, including Director of the Department of Strategy and Planification of the former Wafabank (1985-1987), Managing Director of Magetex and CIB (1988-1992) and of the Moroccan Fund “Moussahama” (1992-1997). Saâd was also Chairman of Meditelecom (1999 -2005), Vice President of Finance.com (2001- 2005) and Director of Participations and Investments of BMCE Bank (1997-2000). From 2005 to 2008, he was the Chairman of the ONA Group and Administrator of ONA Internationale, SNI, Attijari Wafabank, Managem, Centrale Laitière, Cosumar, Lesieur, Nareva, Optorg, Marjane, Acima, Bimo, Sonasid, Lafarge Maroc, CIMR, AttijariBank, Manatrade and CBAO. He studied and graduated from university in Paris, France.

¹⁰⁹Visit Brookstone Partners website. Available at: <<http://www.brookstonepartners.com/about.php>>

¹¹⁰Visit AFRICINVEST website. Available at: <<https://www.africinvest.com/the-firm/>>

¹¹¹Visit Integra Partners website. Available at: <<http://www.integra-partners.com/site/en/about-us.71.html>>

¹¹²Farid Belafdil profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/farid-benlafdil-4842a26/>>

¹¹³Mehdi Mahtat profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/mehdi-mahtat-4a865269/>>

¹¹⁴Mahmoud Bchini profile, LinkedIn. Available at: <<https://www.linkedin.com/in/mahmoud-bchini-37303422/>>

¹¹⁵Visit Near East Foundation website. Available at: <<https://www.neareast.org/what-we-do/#our-mission>>

The U.S. Middle East Partnership Initiative (MEPI)	United States	Cooperation for development in the MENA region ¹¹⁶	No	A program of the United States Department of State, a federal executive department responsible for carrying out U.S. foreign policy and international relations.
WISE Venture Capital	United States	Investment company for early-stage businesses and investors	No	Subsidiary of SEAF (Small Enterprise Assistance Funds) awarded the management of a USAID-supported investment initiative program in Morocco ¹¹⁷

¹¹⁶Visit MEPI website. Available at: <<https://mepi.state.gov/about-mepi/what-we-do/>>

¹¹⁷Visit SEAF website. Available at: <<https://www.seaf.com/seaf-launches-wise-venture-capital-in-morocco/>>

2. LOCAL VENTURE CAPITAL (VC)

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
OutlierZ	Moroccan offices	Venture capital fund	Yes. Kenza Lahlou is its co-founder ¹¹⁸	Its partners include MEPI ¹¹⁹	Unknown
CDG CAPITAL	Morocco	Investment bank	Yes. Anass Hourir Alami ¹²⁰ is the CEO Almost all of its employees are members of the diaspora	Subsidiary of the Moroccan “Caisse de Dépôt et de Gestion” ¹²¹	Unknown
CFG	Morocco	Bank	Yes. Founded by Moroccan-born Aryn Alami ¹²²	Unknown	Unknown
MTC Capital	Malaysia	Venture capital institution	No ¹²³	Unknown	Unknown
Global Nexus	United States	Private equity institution	No ¹²⁴	Unknown	The capital of which comes mainly from the United States and international institutions
Azur Partner	Morocco	Fund Manager for VSME (very small and micro enterprises) financing	Unknown	This is a global tool provided by the Moroccan government ¹²⁵ with the help of The World Bank and the support of the European Union launched by CCG (“Caisse Centrale de Garantie”) ¹²⁶	
CCG (“Caisse Centrale de Garantie”)	Morocco	Financial institution	Yes. Hicham Zanati Serghini is the Director General	Public institution ¹²⁷	
Attijariwafa Bank	Office in Morocco	Bank	Yes. Mohamed El Kettani ¹²⁸	Unknown	

¹¹⁸Kenza Lahlou profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/kenzalahlou/>>

¹¹⁹Visit Outlierz website. Available at: <<http://www.outlierz.co/#what-we-do>>

¹²⁰Anass Hourir Alami profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/anass-hourir-alami-317a30b4/?originalSubdomain=ma>>

¹²¹Visit LinkedIn CDG website. Available at: <<https://www.linkedin.com/company/cdgmaroc/>>

¹²²Aryn Alami profile, PeoplePill website. Available at: <<https://peoplepill.com/people/aryn-alami/>>

¹²³Visit MTC website. Available at: <<https://mtcasset.com/teams/>>

¹²⁴Visit Global Nexus website. Available at: <<http://www.nexuslp.com/about>>

¹²⁵Established under a Moroccan government initiative. Fonds Innov Invest” (Innov Invest Fund), to promote entrepreneurship and support innovative start-ups to keep with the government’s development strategy “Industrial Acceleration Plan” or “Morocco Digital Plan”.

¹²⁶African Development Bank, *Project Summary Note, Azur Innovation, Morocco*, 2018. Available at: <https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/PSN_MOROCCO_Azur_Innovation.pdf>

¹²⁷A unique player since 2009 in the national system of institutional guarantees in which the Moroccan state plays a central role, the CCG provides the financial sector with a rich and diversified product offering that matches the needs expressed by the MSMEs throughout of their life cycle. In the end of 2017, CCG launched “Fonds Innov Invest”. As part of the Innov Invest Fund, the Start-up Morocco was implemented.

¹²⁸Attijariwafa Bank board of directors website. Available at: <<http://ir.attijariwafabank.com/corporate-governance/board-of-directors>>

3. EDUCATION

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
Start-up Maroc	Morocco	Organization for employment creation	Unknown	With up to 400 national and international experts and mentors, including “Marocains Entrepreneurs du Monde” (MEM).	Non-profit entity
Enactus	United States	Networking platform	No	In partnership with universities. Diaspora member Amine Al-Hazzaz was a mentor at this institution ¹²⁹	Its donors are diverse and include private enterprises from Ford to Unilever, Citi Foundation, Walmart, DELL and The Coca Cola Company ¹³⁰ .
Min Ajliki ¹³¹	Belgian-Moroccan	Program to support Moroccan female entrepreneurship	Yes. Meriem Assabbane ¹³²	Project led by APEFE (“Association pour la Promotion de l’Éducation et de la Formation à l’Étranger”)	APEFE is a Belgian centre financed by Belgian Cooperation
1337	United States	Accelerator training	No	Created thanks to a partnership with 42Network based in Silicon Valley ¹³³	Unknown
eSTEM	Morocco	Program to support Moroccan female entrepreneurship	Unknown	Unknown	The United States is one of its sponsors ¹³⁴
Le Wagon	Offices in Morocco	Coding school	No	Unknown	Unknown
Em Lyon	France	Business school with an incubator program	No	Unknown	Unknown

¹²⁹ Amine Hazzaz profile, LinkedIn. Available at: <<https://www.linkedin.com/in/aminehazzaz/>>

¹³⁰ Visit Enactus website. Available at: <<https://enactus.org/who-we-are/partners-donors/>>

¹³¹ Visit MinAjliki website. Available at: <<http://minajliki.ma/qui-sommes-nous/>>

¹³² Meriem Assabbane, YouTube website. Available at:

<<https://www.youtube.com/watch?v=4PE0AmFiZbA>>

¹³³ Visit 42 website. Available at: <<https://www.42.us.org/corporate-partners/>>

¹³⁴ Visit Estem website. Available at: <<http://estem-morocco.org/partners/>>

4. CO-WORKING SPACES

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
SECTEUR 21 ¹³⁵	Morocco	co-working space	Unknown	Unknown	Unknown
NEW WORK ¹³⁶	Morocco	co-working space	No	Unknown	Unknown
EMERGING BUSINESS FACTORY ¹³⁷	Morocco	Incubator in IT sector and co-working space	Yes. Taoufik Aboudia ¹³⁸	Unknown	Some of its partners include MEPI, Near East Foundation, CGEM and Banque Populaire
Biz JAHIZ	Unknown	co-working space	Unknown	Unknown	Unknown
7AY	Morocco	Co-working space	Yes. Founded by Ilham Halib ¹³⁹	Unknown	Unknown
TECH VERSE	Unknown	Co-working space	No ¹⁴⁰	Unknown	Unknown

¹³⁵Visit Secteur 21 website. Available at: <http://www.secteur21.com/>

¹³⁶Visit New Work website. Available at: <https://www.newworkoffices.com/en>

¹³⁷Visit Emerging Business Factory website. Available at: <https://www.emergingbusinessfactory.com/a-propos-de-lemerging-business-factory/>

¹³⁸Co-founder of “50 Partners” start-up networking and mentoring platform in France that connects experts from around the world with entrepreneurs.

¹³⁹Ilham Halib 7AY, (Rabat) profile, Coworking Europe website. Available at: <https://coworkingeurope.net/team/ilham-halib-7ay-rabat/#:~:text=Ilham%20Halib%20is%20an%20entrepreneur,incubator%20and%20a%20coliving%20space.>>

¹⁴⁰Bernardo Hernández profile, LinkedIn website. Available at: <https://www.linkedin.com/in/bernardohernandez/?originalSubdomain=es>

5. INCUBATORS OR ACCELERATORS

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
Bidaya Incubator	Morocco	Incubator	Yes. Founded by Sarah Diouri ¹⁴¹	Part of French GROUPE SOS Pulse ¹⁴²	Unknown
CEED MOROCCO	United States ¹⁴³	Platform for entrepreneurs networking	Unknown	Created by SEAF (Small Enterprise Assistant Funds)	Unknown
DARE Incubator ¹⁴⁴	Morocco	Program to support social entrepreneurs ¹⁴⁵	Unknown	Supported by the DROSOS Foundation ¹⁴⁶	DROSOS is a private non-profit charitable Swiss organization
NUMA	France	Platform to scale up start-ups ¹⁴⁷	No	Unknown	Unknown
Technopark	Morocco	Industrial park ¹⁴⁸	Yes. Omar Balafrej	Under the supervision of the Ministry of Commerce, Industry and ICT	
INCO	France	Global network of accelerators	No ¹⁴⁹	Its partners are, among others, Agende Française de Développement, BNP PARIBAS, J.P. Morgan, DROSOS and U.S. Embassy	
Réseau Entreprendre Maroc	Morocco	Association of CEOs for knowledge transfer	Diaspora members transferring know-how to national Moroccans ¹⁵⁰	Subsidiary of French Association Réseau Entreprendre	Unknown
Cluster solaire	Morocco	Initiative to coordinate stakeholders in the solar field	Unknown	Unknown	Financed by German government GIZ ¹⁵¹
HSEVEN – H7	Morocco	Accelerator	Founded by Amine Al-Hazzaz ¹⁵²	Unknown	Unknown

¹⁴¹Visit Bidaya website available. Available at: <<https://www.bidaya.io/>>

¹⁴²Visit Groupe Pulse SOS website. Available at: <https://pulse.groupe-sos.org/groupe_sos_pulse/>

¹⁴³Visit CEED website. Available at: <<https://ceed-global.org/our-mission/>>

¹⁴⁴Visit DROSOS website. Available at: <<https://drosos.org/en/about/#governance>>

¹⁴⁵Flagship program of the Moroccan Center for Innovation and Social Entrepreneurship CISE).

¹⁴⁶Bakir, Y., *Dare Inc. a social incubator on the rise in Morocco*, Wamda, 30 July 2017. Available at: <<https://www.wamda.com/2017/07/dare-social-incubator-rise-morocco>>

¹⁴⁷Visit NUMA website. Available at: <https://www.numa.co/fr/notre-histoire?referrer_name=/fr>

¹⁴⁸Visit Technopark website. Available at:

<<https://www.technopark.ma/s/login/?language=fr&startURL=%2Fs%2F&ec=302>>

¹⁴⁹Visit INCO website. Available at: <<https://www.inco-group.co/a-propos?lang=en>>

¹⁵⁰Visit Réseau Entreprendre Maroc Available at: <<https://www.reseau-entreprendre.org/maroc/qui-sommes-nous/>>

¹⁵¹Visit Cluster Solaire. Available at: <<http://www.clustersolaire.ma/en/gouvernance-organisation>>

¹⁵²Visit HSEVEN website. Available at: <<https://www.hseven.co/>>

6. INITIATIVES

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
LaFactory	Morocco	Start-up accelerator	Yes. Mehdi Alaoui ¹⁵³ is the founder and CEO	Partnering with GIZ German government, World Bank Group, the Embassy of the United States and the European Union ¹⁵⁴	
Endeavour Morocco	Morocco	Structure to advance young entrepreneurship.	Yes. Its managing director is Amine Al-Hazzaz ¹⁵⁵ .	Launched with the support of the United States ¹⁵⁶	
Hub Africa	Unknown	Conferences for entrepreneurs and professionals ¹⁵⁷	Unknown	Unknown	Unknown
Maroc Numeric Cluster	Morocco	Structure for IT innovation & digital revolution	Yes. Ilhem Hassania Kerdoudi is the CEO ¹⁵⁸	Public-private initiative launched by Ministry of Industry, Trade and Green and Digital Economy ¹⁵⁹ .	
Devovx Morocco	Morocco	Developer Conference in the MENA region	No. Led by a Moroccan non-diaspora member software engineer Badr El Houari	Subsidiary of European developer conference	Its sponsors include Ministry of Industry, Trade, Green and Digital economy, and INWI ¹⁶⁰
Start-up Your Life	Morocco	Non-profit. organization to train entrepreneurs ¹⁶¹	Yes. Kenza Lahlou.	It partners with OutlierZ, and LaFactory, among others	Unknown
AMICI	Morocco	Initiative to coordinate investment-related programs	Unknown	Launched by the European Union ¹⁶²	Unknown

¹⁵³Mehdi Alaoui profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/alaouimehdi/>>

¹⁵⁴Visit La Factory website. Available at: <<https://lafactory.co/en/lafactory/aboutus>>

¹⁵⁵Amine Hazzaz profile, MIT GSW website. Available at: <<http://gsw.mit.edu/2014/speaker-lineup/amine-hazzaz/index.html>>

¹⁵⁶Visit LixCap website. Available at: <<https://www.lixcap.com/fr/our-team/>>

¹⁵⁷Visit Hub Africa website. Available at: <<https://hubafrica.co/fr/about>>

¹⁵⁸Ilhem Hassania Kerdoudi profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/ilhem-hassania-kerdoudi-545b0a1/>>

¹⁵⁹Visit Haut Commissariat au Plan Centre National de Documentation website. Available at: <https://cnd.hcp.ma/Maroc-Numeric-Cluster_a190.html>

¹⁶⁰Visit Devovx website. Available at: <<https://devovx.ma/faq>>

¹⁶¹Visit Start-up Your Life Facebook website. Available at <<https://www.facebook.com/Start-upYourLife.org>>

¹⁶²AMICI: A Southern Mediterranean Investment Coordination Initiative, EU Neighbours South, European Union website. Available at: <<https://www.euneighbours.eu/en/south/stay-informed/projects/amici-southern-mediterranean-investment-coordination-initiative>>

7. RECRUITMENT

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
Stagiaries	Morocco	Start-up to connect interns with employers	Yes. Founded by Youssef El Hammal	In partnership with Réseau Entreprendre Maroc and AIESEC international student-run organization ¹⁶³	Unknown
ANAPEC ¹⁶⁴	Morocco	Promotes employment across Morocco ¹⁶⁵	Yes. Director is El Mouhadi El Mehdi ¹⁶⁶	Unknown	Public institution
Amal job	Morocco	Online jobs platform in Morocco ¹⁶⁷ .	Unknown	Unknown	Unknown
Rekrute.com	Morocco and Tunisia ¹⁶⁸	Recruitment website	Yes. Owned by Philippe Montant ¹⁶⁹	Unknown	Unknown
LinkedIn	United States	International network for professional networking	No	Unknown	Unknown
AngelList	United States	Website for angel investors, start-ups and job seekers networking	No	Unknown	Unknown

¹⁶³Jazouani, K., *Morocco's Stagiaires Makes Intern Recruitment Simple*, Wamda, 2 December 2012.

Available at: <<https://www.wamda.com/2012/12/morocco-s-stagiaires-makes-intern-recruitment-simple>>

¹⁶⁴“Agence Nationale de Promotion de l'Emploi et des Compétences”

¹⁶⁵Visit ANAPEC LinkedIn. Available at: <<https://www.linkedin.com/company/anapec/about/>>

¹⁶⁶El Mouhadi El Mehdi profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/el-mouhadi-el-mehdi-84625310/?originalSubdomain=ma>>

¹⁶⁷Visit Amal LinkedIn website. Available at: <<https://www.linkedin.com/in/amal-job-6b53a126/?originalSubdomain=ma>>

¹⁶⁸Visit Rekrute website. Available at: <<https://www.rekrute.com/cv-founder-ceo.html#>>

¹⁶⁹Philippe Montant profile, LinkedIn website. Available at: <https://www.linkedin.com/search/results/people/?firstName=Philippe&lastName=Montant&origin=SEO_PSERP>

8. CORPORATES

NAME OF BUSINESS	LOCATION	SERVICES OFFERED	HEADED/ FOUNDED BY DIASPORA MEMBER?	AFFILIATIONS	SOURCE OF FINANCING
CBI	Morocco	IT solutions to public and private entities	Yes. Director General is Fouad Jellal ¹⁷⁰	Unknown	Unknown
LIX CAP	One office in Morocco	Investment consulting firm	Unknown	Affiliated to Lixia Capsia Gestionis. Member of AMIC ¹⁷¹ .	Society for International Development in the United States is one of its associates ¹⁷²
Royal Air Maroc	Morocco	International airline	Yes. Chairman is Muhammad Mekouar	Subsidiary of Royal Air Inter	The Moroccan government is the principal shareholder ¹⁷³
CIH BANK	Morocco	Bank	Yes. Lofti Sekkat seats at the head of the bank ¹⁷⁴	Unknown	Unknown
INWI	Morocco	Telecommunication company	Yes. Headed by Nadia Fassi-Fehri dia ¹⁷⁵	Subsidiary of Kuwaiti group Zain ¹⁷⁶	Unknown
CGD “Caisse de Dépôt et de Gestion”	Morocco	Financial institution managing long-term savings in Morocco	Yes. It used to be headed by Anass Houir Alami	Unknown	Owned by the Moroccan government ¹⁷⁷
OCP (before, “Office Chérifien des Phosphates”)	Morocco	Global producer of phosphate and phosphate-based products	Yes. The head is Mostafa Terrab	Unknown	The Moroccan government has 95% of the stakes of the company ¹⁷⁸

¹⁷⁰Fouad Jellal profile, LinkedIn. Available at: <<https://www.linkedin.com/in/fouad-j-11214a13/>>

¹⁷¹Association Marocaine des Investisseurs en Capital.

¹⁷²Visit LixCap website. Available at: <<https://www.lixcap.com/fr/our-team/>>

¹⁷³Bricault, G. C., *Major companies of the Arab World 1992/93*, Graham & Trotman 16th edition, London, 1992, ISSN 0144-1594 ISBN 1 8533 753 6.

¹⁷⁴Visit CIH Bank website. Available at: <<https://www.cihbank.ma/corporate/cih-bank/actionnariat/>>

¹⁷⁵Nadia Fassi Fehri profile, LinkedIn website. Available at: <<https://www.linkedin.com/in/nadia-fassi-fehri-749a1b33/?originalSubdomain=ma>>

¹⁷⁶Visit Zain website. Available at: <<https://www.zain.com/en/about-us/overview/>>

¹⁷⁷Visit LinkedIn CDG website. Available at: <<https://www.linkedin.com/company/cdgmaroc/>>

¹⁷⁸African Development Bank, *Morocco: Office Chérifien des Phosphates (OCP Group) – Phase II*. Available at: <<https://www.afdb.org/en/topics-and-sectors/topics/industrialization/key-projects/morocco-office-cherifien-des-phosphates-ii>>

4. CONCLUSIONS

Morocco's recent history has been subject to emigration. For the last 50 years, Morocco has been experiencing one of the biggest emigration waves in the world. Moroccan individuals seeking a job have been leaving the country to work and live overseas, they have settled down in their new country and invited their family members to join them abroad, acquiring a new culture and a set of traditions, a language and a network of friends and contacts. Thus, making up the Moroccan diaspora. Many of these Moroccan migrants or descendants of former Moroccan migrants have been sending remittances back home while living abroad, becoming a reliable source of income for local Moroccans. They also have been sharing their experience, contacts and know-how with local citizens while acting as ambassadors of Morocco around the world.

This study sought to comprehend Morocco's 2019 entrepreneurship scenario and the country's diaspora involvement in it from a qualitative point of view. The starting premise was that successful Moroccan diaspora members would be part and parcel of the entrepreneurial ecosystem in Morocco, particularly through funding. Upon the study on the matter, the following conclusions have been drawn:

- The impact of Moroccan diaspora's private initiatives on leveraging for entrepreneurship in Morocco is conspicuous and growing in importance. Traditionally, diaspora members had been funding their network of friends and family, but the tendency observed now is for them to support any entrepreneurial project after the assessment of its economic viability. Private diaspora initiatives are all the more importance since they are changing the culture of entrepreneurship in Morocco and paving the way for new projects to flourish. Many of these diaspora figures have had the occasional support of international institutions and frequent participation of public-private partnerships. Moroccan diaspora does leverage Moroccan entrepreneurial ecosystem through their investment in Morocco and makes innovation thrive at the same time as it supports them via transmission of know-how, networking and funding Moroccan entrepreneurs.
- As for the relationship created between diaspora members and local entrepreneurs, it is perceived that diaspora people act as mentors and investors in the same level of importance towards local entrepreneurial projects. Local Moroccan entrepreneurs have been heavily relying on the so called "social

remittances” and adopting working behaviours and traditions from the diaspora community, specifically from France, Germany and the United States, under the patronage of the European Union and Pan-African institutions that support innovation. In terms of understanding the rationale behind choosing certain initiatives, it is noted that diaspora members choose projects on their early stages and with high potential led by people from socio-economic backgrounds that had received any or poor support until now in the IT sector as a preference.

- Regarding the profile of the Moroccan diaspora, its members show a pattern to work as a group. All cases studied represent Moroccan-born men and women who have foreign high-level university degrees and an international work experience and have developed a professional career in the field of Economics, Business Administration and Investment, sometimes Software Programming, and are entrepreneurs themselves. They have also shown flexibility in jumping from one professional sector to another: from running an investment management private society to opening up an incubator and serving the public office in Morocco. In all of the cases of success studied they have returned to Morocco, a tendency observed for the last years that is to accentuate in the near future, epitomised by a reverse brain drain, meaning that Moroccan individuals with advanced studies are leaving Morocco to study and work abroad in large numbers and then returning back home with that knowledge and work experience.
- As for the Moroccan government’s intervention in the entrepreneurial ecosystem and the interaction between its diaspora and local enterprises, the government is aware of the significance of entrepreneurship for the overall benefits that it has on the progress of the economy and the consequences that it can have on the wellbeing of its citizens. With this in mind, it has engaged in a series of strategies to be supportive of entrepreneurship and innovation in the fields of green energy, digital economy, trade and investment, industry, vocational training and the agricultural sector. This belief in the importance of entrepreneurship has also led to the creation of public and public-private institutions at the expense of the Moroccan government. However, several barriers still hinder entrepreneurship nation-wide, namely, informal economy, corruption and bribery as well as poor access to electricity and socio-economic and gender inequalities. Other areas of improvement nationally are labour regulation, access to finance, customs and trade, tax administration and tax rates that pose major problems to entrepreneurs.

Morocco's culture of entrepreneurship is taking root in the country, though, and is visible in the number of private initiatives that are showing up in the market. The private sector has been benefiting from the gradual advances introduced by the Moroccan government more particularly through the creation of diaspora institutions that encourage the encounter between diaspora members investors with local entrepreneurs as well as initiatives to protect the rights of its diaspora, make resources available to them at the same time as it exercises soft power and control over them. In spite of that, the local government has been slow in taking the steps to recognise the role that diaspora members play in promoting innovation. Therefore, the role of the government is no longer fundamental for the interactions between diaspora and local Moroccans to happen. Indeed, the Moroccan government was only present in a few of the projects studied.

These findings have to be seen in light of some limitations. The first one is that there is no clear-cut definition of "diaspora". For the purposes of this study, only those people born in Morocco that had fled the country for a specific reason and those with Moroccan nationality who had been born abroad were considered members of the Moroccan diaspora.


The second limitation concerns the lack of a unified global diaspora registration book to trace the members of a diasporic community: each country uses a different counting method with its own limits. During this research difficulties have been experienced when applying the same parameters for extraction of the data on the socio-economic profile of the Moroccan diaspora in different countries; therefore, the amount of information provided for each country and the year of last update differs.

The third one relates to the absence of expert consensus on the methods to identify and measure entrepreneurship: the scheme chosen to measure entrepreneurship depends on the framework and the purposes of the analysis. In the research OECD-EUROSTAT Entrepreneurship Indicators Programme (EIP) were taken as the guiding directives to identify and measure entrepreneurship.

Overall, further research should be undertaken to complete the results obtained in this study using a quantitative approach and accessing wider data from different sources, including surveys.

5. APPENDICES

Appendix 1: EIP indicators

Determinants						Entrepreneurial performance	Impact
Regulatory framework	Market conditions	Access to finance	Knowledge creation and diffusion	Entrepreneurial capabilities	Culture	Firm based	Job creation
Administrative burdens for entry	Anti-trust laws	Access to debt financing	R&D investment	Training and experience of entrepreneurs	Risk attitude in society	Employment based	Economic growth
Administrative burdens for growth	Competition	Business angels	University/ industry interface	Business and entrepreneurship education (skills)	Attitudes towards entrepreneurs	Wealth	Poverty reduction
Bankruptcy regulation	Access to the domestic market	Venture Capital	Technological co-operation between firms	Entrepreneurship infrastructure	Desire for business ownership		Formalising the informal sector
Safety, health and environmental regulations	Access to foreign markets	Crowdfunding	Technology diffusion	Immigration	Entrepreneurship education (mindset)		
Product regulation	Degree of public involvement	Access to other types of equity	Broadband access				
Labour market regulation	Public procurement	Stock markets					
Court and legal framework				Firms	Employment	Wealth	
Social and health security				Employer enterprise birth rates	Share of high growth firms (by employment)	Share of high growth firms (by turnover)	
				Employer enterprise death rates	Share of gazelles (by employment)	Share of gazelles (by turnover)	
Income taxes : wealth/bequest taxes				Business churn	Ownership rate start-ups	Value added, young or small firms	
				Net business population growth	Ownership rates business population	Productivity contribution, young or small firms	
Business and capital taxes	Patent system standards				Survival rates at 3 and 5 years	Employment in 3 and 5 year old firms	Innovation performance, young or small firms
					Proportion of 3 and 5 year old firms	Average firm size after 3 and 5 years	Export performance, young or small firms

Source: OECD, *Entrepreneurship at a Glance 2017*, Paris, OECD Publishing, 2017 Available at:
http://dx.doi.org/10.1787/entrepreneur_aag-2017-en

Appendix 2: Ease of doing business ranking, year 2019

Rank	Economy	EODB score	EODB score change	Rank	Economy	EODB score	EODB score change	Rank	Economy	EODB score	EODB score change
1	New Zealand	86.59	0.00	65	Colombia	69.24	+0.20	129	Barbados	56.78	0.00
2	Singapore	85.24	+0.27	66	Luxembourg	69.01	0.00	130	St. Vincent and the Grenadines	56.35	+0.01
3	Denmark	84.64	+0.59	67	Costa Rica	68.89	-0.47	131	Cabo Verde	55.95	+0.02
4	Hong Kong SAR, China	84.22	+0.04	68	Peru	68.83	+0.56	132	Nicaragua	55.64	+0.37
5	Korea, Rep.	84.14	-0.01	69	Vietnam	68.36	+1.59	133	Palau	55.59	+0.01
6	Georgia	83.28	+0.48	70	Kyrgyz Republic	68.33	+2.57	134	Guyana	55.57	-1.21
7	Norway	82.95	+0.25	71	Ukraine	68.25	+0.94	135	Mozambique	55.53	+1.78
8	United States	82.75	-0.01	72	Greece	68.08	-0.12	136	Pakistan	55.31	+2.53
9	United Kingdom	82.65	+0.33	73	Indonesia	67.96	+1.42	137	Togo	55.20	+6.32
10	Macedonia, FYR	81.55	+0.32	74	Mongolia	67.74	+0.27	138	Cambodia	54.80	+0.41
11	United Arab Emirates	81.28	+2.37	75	Jamaica	67.47	+0.55	139	Maldives	54.43	+0.10
12	Sweden	81.27	0.00	76	Uzbekistan	67.40	+1.08	140	St. Kitts and Nevis	54.36	+0.01
13	Taiwan, China	80.90	+0.24	77	India	67.23	+6.63	141	Senegal	54.15	+0.37
14	Lithuania	80.83	+0.29	78	Oman	67.19	-0.02	142	Lebanon	54.04	+0.07
15	Malaysia	80.60	+2.57	79	Panama	66.12	+0.41	143	Niger	53.72	+1.24
16	Estonia	80.50	+0.01	80	Tunisia	66.11	+1.51	144	Tanzania	53.63	+0.34
17	Finland	80.35	+0.05	81	Bhutan	66.08	+0.20	145	Mali	53.50	+0.23
18	Australia	80.13	-0.01	82	South Africa	66.03	+1.37	146	Nigeria	52.89	+1.37
19	Latvia	79.59	+0.33	83	Qatar	65.89	+0.64	147	Grenada	52.71	+0.07
20	Mauritius	79.58	+1.29	84	Malta	65.43	+0.28	148	Mauritania	51.99	+0.92
21	Iceland	79.35	+0.05	85	El Salvador	65.41	+0.21	149	Gambia, The	51.72	+0.23
22	Canada	79.26	+0.38	86	Botswana	65.40	+0.46	150	Marshall Islands	51.62	+0.01
23	Ireland	78.91	-0.51	87	Zambia	65.08	+1.48	151	Burkina Faso	51.57	+0.12
24	Germany	78.90	0.00	88	San Marino	64.74	+2.27	152	Guinea	51.51	+2.02
25	Azerbaijan	78.64	+7.10	89	Bosnia and Herzegovina	63.82	+0.27	153	Benin	51.42	+0.13
26	Austria	78.57	+0.03	90	Samoa	63.77	+0.01	154	Lao PDR	51.26	+0.11
27	Thailand	78.45	+1.06	91	Tonga	63.59	+0.03	155	Zimbabwe	50.44	+1.92
28	Kazakhstan	77.89	+0.73	92	Saudi Arabia	63.50	+1.62	156	Bolivia	50.32	+0.15
29	Rwanda	77.88	+4.15	93	St. Lucia	63.02	+0.06	157	Algeria	49.65	+2.06
30	Spain	77.68	+0.07	94	Vanuatu	62.87	-0.21	158	Kiribati	49.07	+0.33
31	Russian Federation	77.37	+0.61	95	Uruguay	62.60	+0.34	159	Ethiopia	49.06	+0.91
32	France	77.29	+0.99	96	Seychelles	62.41	-0.01	160	Micronesia, Fed. Sts.	48.99	0.00
33	Poland	76.95	-0.36	97	Kuwait	62.20	+0.75	161	Madagascar	48.89	+0.71
34	Portugal	76.55	-0.07	98	Guatemala	62.17	+1.01	162	Sudan	48.84	+3.75
35	Czech Republic	76.10	+0.05	99	Djibouti	62.02	+8.87	163	Sierra Leone	48.74	+0.15
36	Netherlands	76.04	+0.01	100	Sri Lanka	61.22	+1.80	164	Comoros	48.66	+0.14
37	Belarus	75.77	+0.72	101	Fiji	61.15	+0.04	165	Suriname	48.05	-0.05
38	Switzerland	75.69	+0.01	102	Dominican Republic	61.12	+0.55	166	Cameroon	47.78	+0.83
39	Japan	75.65	+0.05	103	Dominica	61.07	+0.04	167	Afghanistan	47.77	+10.64
40	Slovenia	75.61	+0.02	104	Jordan	60.98	+1.42	168	Burundi	47.41	+0.73
41	Armenia	75.37	+2.06	105	Trinidad and Tobago	60.81	-0.12	169	Gabon	45.58	-0.23
42	Slovak Republic	75.17	+0.29	106	Lesotho	60.60	+0.19	170	Sao Tome and Principe	45.14	+0.30
43	Turkey	74.33	+4.34	107	Namibia	60.53	+0.24	171	Iraq	44.72	+0.04
44	Kosovo	74.15	+0.44	108	Papua New Guinea	60.12	+1.19	171	Myanmar	44.72	+0.51
45	Belgium	73.95	+2.24	109	Brazil	60.01	+2.96	173	Angola	43.86	+2.16
46	China	73.64	+8.64	110	Nepal	59.63	-0.32	174	Liberia	43.51	-0.04
47	Moldova	73.54	+0.38	111	Malawi	59.59	+0.84	175	Guinea-Bissau	42.85	+0.27
48	Serbia	73.49	+0.17	112	Antigua and Barbuda	59.48	+0.06	176	Bangladesh	41.97	+0.91
49	Israel	73.23	+0.64	113	Paraguay	59.40	+0.41	177	Equatorial Guinea	41.94	+0.28
50	Montenegro	72.73	+0.20	114	Ghana	59.22	+2.06	178	Timor-Leste	41.60	+1.71
51	Italy	72.56	-0.15	115	Solomon Islands	59.17	+0.33	179	Syrian Arab Republic	41.57	+0.02
52	Romania	72.30	-0.53	116	West Bank and Gaza	59.11	+0.39	180	Congo, Rep.	39.83	+0.36
53	Hungary	72.28	+0.34	117	Eswatini	58.95	+0.13	181	Chad	39.36	+1.15
54	Mexico	72.09	-0.18	118	Bahamas, The	58.90	+0.77	182	Haiti	38.52	+0.11
55	Brunei Darussalam	72.03	+1.85	119	Argentina	58.80	+0.87	183	Central African Republic	36.90	+2.67
56	Chile	71.81	+0.37	120	Egypt, Arab Rep.	58.56	+2.74	184	Congo, Dem. Rep.	36.85	+0.67
57	Cyprus	71.71	+0.44	121	Honduras	58.22	+0.09	185	South Sudan	35.34	+2.04
58	Croatia	71.40	+0.34	122	Côte d'Ivoire	58.00	+4.94	186	Libya	33.44	+0.23
59	Bulgaria	71.24	+0.11	123	Ecuador	57.94	+0.12	187	Yemen, Rep.	32.41	-0.59
60	Morocco	71.02	+2.46	124	Philippines	57.68	+1.36	188	Venezuela, RB	30.61	-0.24
61	Kenya	70.31	+5.25	125	Belize	57.13	+0.02	189	Eritrea	23.07	+0.13
62	Bahrain	69.85	+1.82	126	Tajikistan	57.11	+0.08	190	Somalia	20.04	+0.06
63	Albania	69.51	+0.50	127	Uganda	57.06	+0.65				
64	Puerto Rico (U.S.)	69.46	+0.20	128	Iran, Islamic Rep.	56.98	+2.34				

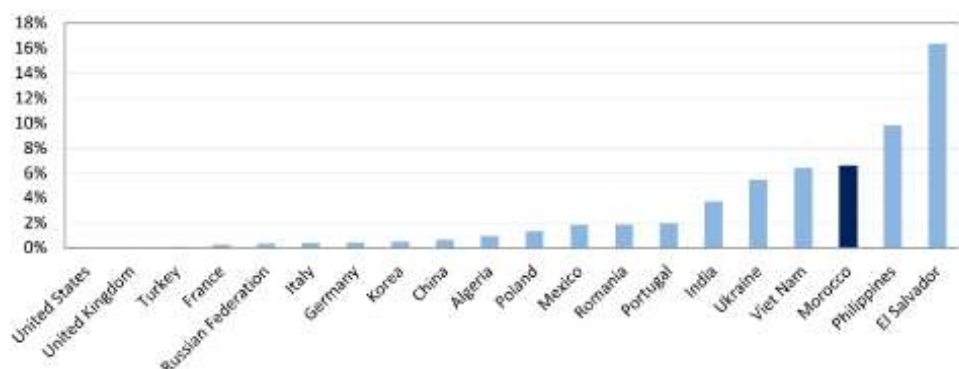
Source: The World Bank, Doing Business 2019, World Bank Publications, Washington, DC, 16th edition.
Available at: <https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf>

Appendix 3: Ease of doing business ranking, year 2020

Rank	Economy	DB score	Rank	Economy	DB score	Rank	Economy	DB score
1	New Zealand	86.8	65	Puerto Rico (U.S.)	70.1	128	Barbados	57.9
2	Singapore	86.2	66	Brunei Darussalam	70.1	129	Ecuador	57.7
3	Hong Kong SAR, China	85.3	67	Colombia	70.1	130	St. Vincent and the Grenadines	57.1
4	Denmark	85.3	68	Oman	70.0	131	Nigeria	56.9
5	Korea, Rep.	84.0	69	Uzbekistan	69.9	132	Niger	56.8
6	United States	84.0	70	Vietnam	69.8	133	Honduras	56.3
7	Georgia	83.7	71	Jamaica	69.7	134	Guyana	55.5
8	United Kingdom	83.5	72	Luxembourg	69.6	135	Belize	55.5
9	Norway	82.6	73	Indonesia	69.6	136	Solomon Islands	55.3
10	Sweden	82.0	74	Costa Rica	69.2	137	Cabo Verde	55.0
11	Lithuania	81.6	75	Jordan	69.0	138	Mozambique	55.0
12	Malaysia	81.5	76	Peru	68.7	139	St. Kitts and Nevis	54.6
13	Mauritius	81.5	77	Qatar	68.7	140	Zimbabwe	54.5
14	Australia	81.2	78	Tunisia	68.7	141	Tanzania	54.5
15	Taiwan, China	80.9	79	Greece	68.4	142	Nicaragua	54.4
16	United Arab Emirates	80.9	80	Kyrgyz Republic	67.8	143	Lebanon	54.3
17	North Macedonia	80.7	81	Mongolia	67.8	144	Cambodia	53.8
18	Estonia	80.6	82	Albania	67.7	145	Palau	53.7
19	Latvia	80.3	83	Kuwait	67.4	146	Grenada	53.4
20	Finland	80.2	84	South Africa	67.0	147	Maldives	53.3
21	Thailand	80.1	85	Zambia	66.9	148	Mali	52.9
22	Germany	79.7	86	Panama	66.6	149	Benin	52.4
23	Canada	79.6	87	Botswana	66.2	150	Bolivia	51.7
24	Ireland	79.6	88	Malta	66.1	151	Burkina Faso	51.4
25	Kazakhstan	79.6	89	Bhutan	66.0	152	Mauritania	51.1
26	Iceland	79.0	90	Bosnia and Herzegovina	65.4	153	Marshall Islands	50.9
27	Austria	78.7	91	El Salvador	65.3	154	Lao PDR	50.8
28	Russian Federation	78.2	92	San Marino	64.2	155	Gambia, The	50.3
29	Japan	78.0	93	St. Lucia	63.7	156	Guinea	49.4
30	Spain	77.9	94	Nepal	63.2	157	Algeria	48.6
31	China	77.9	95	Philippines	62.8	158	Micronesia, Fed. Sts.	48.1
32	France	76.8	96	Guatemala	62.6	159	Ethiopia	48.0
33	Turkey	76.8	97	Togo	62.3	160	Comoros	47.9
34	Azerbaijan	76.7	98	Samoa	62.1	161	Madagascar	47.7
35	Israel	76.7	99	Sri Lanka	61.8	162	Suriname	47.5
36	Switzerland	76.6	100	Seychelles	61.7	163	Sierra Leone	47.5
37	Slovenia	76.5	101	Uruguay	61.5	164	Kiribati	46.9
38	Rwanda	76.5	102	Fiji	61.5	165	Myanmar	46.8
39	Portugal	76.5	103	Tonga	61.4	166	Burundi	46.8
40	Poland	76.4	104	Namibia	61.4	167	Cameroon	46.1
41	Czech Republic	76.3	105	Trinidad and Tobago	61.3	168	Bangladesh	45.0
42	Netherlands	76.1	106	Tajikistan	61.3	169	Gabon	45.0
43	Bahrain	76.0	107	Vanuatu	61.1	170	São Tomé and Príncipe	45.0
44	Serbia	75.7	108	Pakistan	61.0	171	Sudan	44.8
45	Slovak Republic	75.6	109	Malawi	60.9	172	Iraq	44.7
46	Belgium	75.0	110	Côte d'Ivoire	60.7	173	Afghanistan	44.1
47	Armenia	74.5	111	Dominica	60.5	174	Guinea-Bissau	43.2
48	Moldova	74.4	112	Djibouti	60.5	175	Liberia	43.2
49	Belarus	74.3	113	Antigua and Barbuda	60.3	176	Syrian Arab Republic	42.0
50	Montenegro	73.8	114	Egypt, Arab Rep.	60.1	177	Angola	41.3
51	Croatia	73.6	115	Dominican Republic	60.0	178	Equatorial Guinea	41.1
52	Hungary	73.4	116	Uganda	60.0	179	Haiti	40.7
53	Morocco	73.4	117	West Bank and Gaza	60.0	180	Congo, Rep.	39.5
54	Cyprus	73.4	118	Ghana	60.0	181	Timor-Leste	39.4
55	Romania	73.3	119	Bahamas, The	59.9	182	Chad	36.9
56	Kenya	73.2	120	Papua New Guinea	59.8	183	Congo, Dem. Rep.	36.2
57	Kosovo	73.2	121	Eswatini	59.5	184	Central African Republic	35.6
58	Italy	72.9	122	Lesotho	59.4	185	South Sudan	34.6
59	Chile	72.6	123	Senegal	59.3	186	Libya	32.7
60	Mexico	72.4	124	Brazil	59.1	187	Yemen, Rep.	31.8
61	Bulgaria	72.0	125	Paraguay	59.1	188	Venezuela, RB	30.2
62	Saudi Arabia	71.6	126	Argentina	59.0	189	Eritrea	21.6
63	India	71.0	127	Iran, Islamic Rep.	58.5	190	Somalia	20.0
64	Ukraine	70.2						

Source: The World Bank, Doing Business 2020, World Bank Publications, Washington, DC. Available at: <http://documents1.worldbank.org/curated/en/688761571934946384/pdf/Doing-Business-2020-Comparing-Business-Regulation-in-190-Economies.pdf>

Appendix 4: Remittances as a percentage of GDP in Morocco, year 2013



Source: OECD, *Talent Abroad: A Review of Moroccan Emigrants*, OECD Publishing, Paris, 2017.

Available at: <<https://doi.org/10.1787/9789264264281-en>>

Appendix 5: FDI inflows by country in millions of DIRHAMS in Morocco, year 2018

COUNTRY	2018
Ireland	9.693,1
France	8.121,6
United Arab Emirates	3.908,8
Denmark	3.206,6
Spain	2.809,4
Luxembourg	2.470,1
United States	2.459,6
United Kingdom	2.232,8
Japan	1.586,1
Netherlands	1.351,0
Qatar	1.254,5
Switzerland	1.033,3
Belgium	945,5

Source: Foreign Exchange Office of the Ministry of Finance website. Available at:





















<<https://www.finances.gov.ma/en/Pages/home.aspx>>

Appendix 6: FDI inflows by industry in millions of DIRHAMS in Morocco, year 2018

INDUSTRIES	2018
Insurance	9.914,7
Manufacturing	8.625,0
Real estate	7.328,8
Trade	4.572,6
Energy and mining	4.067,8
Transportation	3.775,9
Tourism	2.303,9
Large scale constructions	1.581,0
Bank	1.095,3
Studies	1.039,0
Holding	566,5
Agriculture	301,2
Telecommunications	222,6
Fishing	12,3
Other services	1.876,1
Diverse	143,3
<u>TOTAL</u>	<u>47.426,0</u>

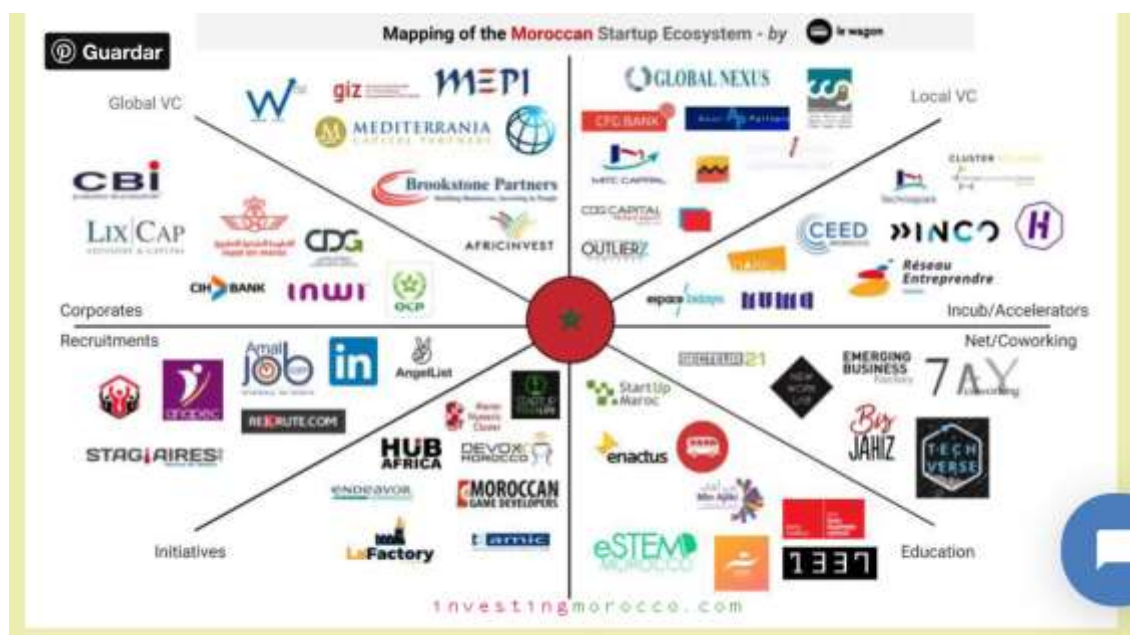
Source: Foreign Exchange Office of the Ministry of Finance website. Available at: <https://www.finances.gov.ma/en/Pages/home.aspx>

Appendix 7: Top ten start-ups in Morocco, year 2019

Top - Morocco		CUSTOMIZE YOUR SEARCH WITH SR PRO		Morocco
				--- Select State ---
Rank	Startup	SR Score	Description	Country Rank
569	 Maajim	78,125 =	Online arabic dictionary - موقع معجم اللغة، أول موقع إلكتروني لغوي ...	 1
2,746	 DabaDoc	62,308 =	Online doctor appointments in Morocco - DabaDoc is North Africa's leading medical appointm ...	 2
4,586	 UPCVUP	44,257 =	A Marketplace that offers a large choice of CV templates for leaders - UPCVUP is a resumes marketplace that offers a larg ...	 3
4,704	 iPadian	43,639 =	iPadian is a company which provides an iOS simulation which enables IOS app use on Windows. - iPadian is a platform of Apps , games , music , vid ...	 4
5,160	 Joodek	42,072 =	Largest coupons website in the Arab countries! - Joodek is the first website of its kind to be spec ...	 5
6,076	 Viviano Shoes	39,602 =	Magasin de chaussures en ligne - Viviano shoes est le leader de vente et fabricatio ...	 6
6,284	 Madarajit	39,048 =	مدارج، شبكة اجتماعية للمؤثرين و هواة القراءة - مدارج شبكة اجتماعية ثقافية لمحبى ...	 7
7,415	 Vetement.ma	35,560 =	Boutique en ligne des vêtements prêt-à-porter - Acheter des vêtements, chaussures, et articles de ...	 8
7,981	 MyCvStore	33,499 =	Fully Editable Modern Creative Resume/CV Templates - MYCVSTORE is the leader in designing resumes and c ...	 9
8,353	 DocDispo	32,146 =	Connect Doctors and Patients - DocDispo is created to help connect patients with ...	 10

Source: Start-up Ranking website, Top Morocco. Available at: <https://www.start-upranking.com/top/morocco>

Appendix 8: Mapping of Moroccan start-up ecosystem, year 2019.



Source: Le Wagon, Mapping of the Moroccan Start-up Ecosystem website. Available at: www.investingmorocco.com

Appendix 9: Morocco 2019 Country Profile.

	Morocco2019				Middle East & North Africa	Lower Middle Income
	All Firms	Small firms	Medium firms	Large firms		
Firm Characteristics						
Age of the establishment (years)	18.7	16.7	21.6	25.6	20.8	17.4
Percent of firms with at least 10% foreign ownership	19.4	14.8	24.4	40.0	6.7	12.4
Percent of firms with at least 10% government/state ownership	4.8	5.0	5.0	2.4	0.7	1.1
Gender						
Percent of firms with female participation in ownership	16.1	15.5	17.4	16.0	24.0	35.7
Percent of firms with a female top manager	5.4	6.7	3.1	2.5	6.1	20.3
Proportion of permanent full-time workers that are female (%)	32.7	34.0	27.4	39.6	21.4	31.6
Percentage of permanent full-time non-production workers that are female*	48.6	58.9	37.2	49.4	22.4	31.5
Percentage of permanent full-time production workers that are female*	49.1	57.5	35.0	69.8	17.4	27.1
Workforce						
Percent of firms offering formal training	35.7	31.0	45.5	42.5	23.1	32.1
Proportion of workers offered formal training (%)*	39.7	42.9	40.2	33.6	38.8	52.0
Years of the top manager's experience working in the firm's sector	14.9	14.5	15.0	17.7	21.4	16.7
Number of workers	41.4	10.1	39.3	328.6	31.5	40.6
Proportion of permanent workers (out of all workers)	93.6	94.6	90.9	94.7	95.5	94.6
Proportion of temporary workers (out of all workers)	6.4	5.4	9.1	5.3	4.5	5.4
Proportion of production workers (out of all permanent workers)*	64.9	64.3	62.6	73.0	70.8	72.2
Proportion of skilled workers (out of all production workers)*	67.0	71.4	64.1	65.5	70.3	75.8
Performance						
Real annual sales growth (%)	13.0	10.8	14.6	25.6	-4.8	4.3
Annual employment growth (%)	5.8	4.8	7.3	10.4	2.0	4.6
Innovation and Technology						
Percent of firms that spend on R&D	27.5	27.7	29.1	21.5	23.3	18.3
Percent of firms that introduced a new product/service	6.1	6.0	6.1	7.5	25.1	36.0
Percent of firms whose new product/service is also new to the main market	41.3	21.2	65.3	88.3	63.9	68.3
Percent of firms that introduced a process innovation	3.3	0.2	11.3	1.7	22.6	34.2
Infrastructure						
Number of electrical outages in a typical month	0.3	0.3	0.4	0.4	13.7	8.4
Percent of firms experiencing electrical outages	20.9	20.7	20.0	25.1	48.9	60.8
Days to obtain an electrical connection (upon application)	9.8	7.3	19.6	3.3	52.7	33.8
Percent of firms experiencing water insufficiencies*	4.7	4.8	1.0	13.8	16.3	17.5
Number of water insufficiencies in a typical month*	0.1	0.0	0.0	0.2	1.8	1.4
Trade						
Days to clear direct exports through customs	6.7	4.1	5.4	9.7	6.7	7.6
Percent of firms exporting directly (at least 10% of sales)	19.9	15.4	20.5	52.5	16.8	10.3
Percent of firms exporting directly or indirectly (at least 10% of sales)	31.4	27.7	31.8	58.6	21.8	15.0
Days to clear imports from customs*	13.1	n.a.	8.0	14.2	10.0	12.3
Percent of firms using material inputs and/or supplies of foreign origin*	42.2	41.4	31.6	71.0	64.2	56.1
Finance						
Percent of firms with a checking or savings account	61.8	57.9	65.6	81.7	78.1	82.0
Percent of firms with a bank loan/line of credit	21.3	18.6	22.5	38.6	28.3	26.1
Proportion of investment financed internally (%)	54.2	62.5	40.0	48.7	71.5	71.9
Proportion of investment financed by banks (%)	8.3	11.3	3.2	7.0	13.8	12.3
Proportion of investment financed by supplier credit (%)	3.5	1.5	6.9	5.6	3.7	4.3

Source: World Bank Group, International Finance Corporation, European Bank for Reconstruction and Development, European Investment Bank, Morocco 2019 Country Profile, Enterprise Surveys, 2020.

Available at:

<<https://www.enterprisesurveys.org/content/dam/enterprisesurveys/documents/country/Morocco-2019.pdf>>

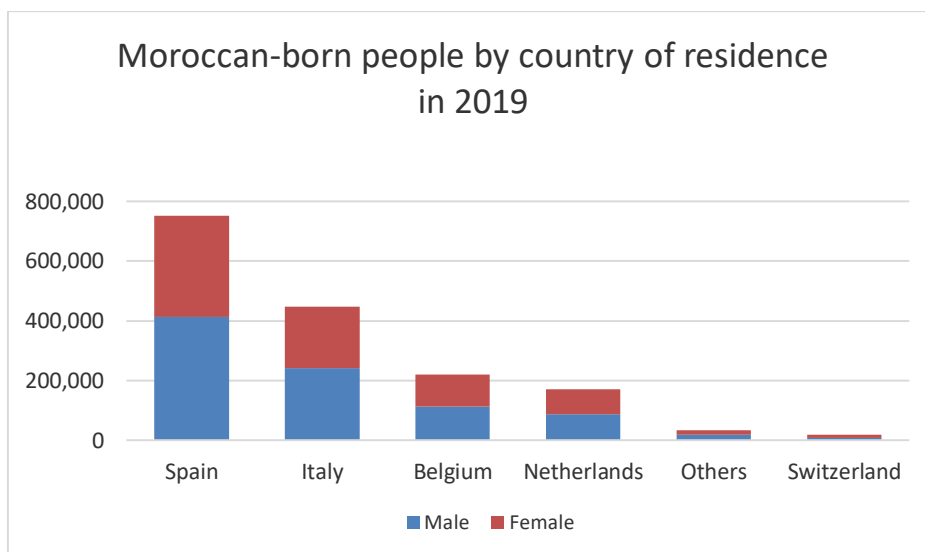
	Morocco2019				Middle East & North Africa	Lower Middle Income
	All Firms	Small firms	Medium firms	Large firms		
Percent of firms using supplier/customer credit to finance working capital	34.5	34.4	38.9	15.5	24.9	24.8
Proportion of investment financed by equity or stock sales (%)	19.8	16.2	26.6	13.7	6.0	5.2
Crime						
If the establishment pays for security, average security costs (% of annual sales)	13.0	10.6	19.3	11.9	3.2	4.5
If there were losses, average losses due to theft and vandalism (% of annual sales)	11.1	9.4	13.0	6.2	6.7	6.7
Informality						
Percent of firms competing against unregistered or informal firms	47.2	48.7	42.7	50.5	42.2	56.2
Percent of firms formally registered when they started operations in the country	91.1	92.1	87.4	96.6	87.3	86.7
Regulations and Taxes						
Senior management time spent dealing with the requirements of government regulation (%)	15.2	14.3	20.0	7.9	9.1	9.3
Percent of firms that were visited or required to meet with tax officials	50.6	48.8	54.2	53.5	53.3	59.9
Days to obtain an import license	10.1	11.1	6.2	10.6	16.3	16.5
Days to obtain a construction-related permit	14.3	11.9	15.4	18.6	95.9	47.9
Days to obtain an operating license	7.5	8.9	5.6	7.7	43.2	22.4
Corruption						
Bribery incidence (percent of firms experiencing at least one bribe payment request)	16.9	12.9	22.4	27.3	17.0	22.8
Percent of firms expected to give gifts to get a construction permit	41.5	37.4	49.4	33.0	25.5	29.8
Percent of firms expected to give gifts to secure government contract	58.1	67.3	34.0	79.5	31.8	32.3
Percent of firms expected to give gifts in meetings with tax officials	10.0	7.0	15.9	13.0	13.1	16.8
Biggest Obstacle						
Access to finance	4.3	5.0	1.3	8.9	7.2	15.5
Access to land	6.7	7.2	7.1	1.5	2.5	4.0
Business licenses and permits	4.1	3.9	3.4	9.2	3.6	2.9
Corruption	15.5	12.1	25.1	11.4	6.9	9.1
Courts	3.1	3.0	3.6	1.2	1.0	1.0
Crime, theft and disorder	3.9	2.5	5.9	9.6	2.0	3.6
Customs and trade regulations	0.3	0.1	0.4	1.8	3.2	4.1
Electricity	6.3	5.8	9.0	0.9	12.5	9.2
Inadequately educated workforce	3.5	4.2	1.8	3.0	9.3	5.3
Labor regulations	3.0	3.4	0.3	9.4	2.8	2.4
Political instability	1.9	2.4	0.5	2.0	26.0	13.5
Practices of the informal sector	9.1	9.0	9.9	7.2	7.3	13.7
Tax administration	14.2	15.3	13.6	7.2	2.4	3.7
Tax rates	15.2	16.2	11.6	19.4	9.3	9.0
Transportation	8.7	9.9	6.3	7.4	4.0	3.0

Source: World Bank Group, International Finance Corporation, European Bank for Reconstruction and Development, European Investment Bank, Morocco 2019 Country Profile, Enterprise Surveys, 2020.

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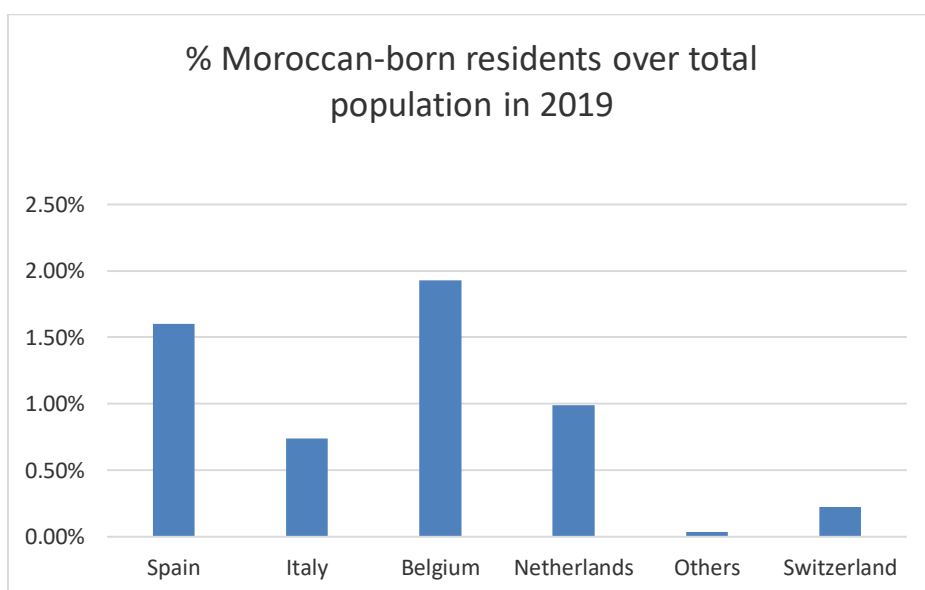
<<https://www.enterprisesurveys.org/content/dam/enterprisesurveys/documents/country/Morocco-2019.pdf>>

Appendix 10: Morocco-born people by country of residence in 2019



Source: Eurostat, Migration and migrant population statistics, loc. cit

Appendix 11: Morocco-born residents over total population in 2019



Source: Eurostat, Migration and migrant population statistics, loc. Cit

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